HEADQUARTERS, DEPARTMENT OF THE ARMY

FM 100-9

RECONSTITUTION

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HEADQUARTERS
DEPARTMENT OF THE ARMY
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RECONSTITUTION

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Preface

This manual provides guidance on reconstitution. It defines reconstitution; describes the planning, training, decision making, and execution processes; and establishes responsibilities. The intent is to provide commanders facing reconstitution on the AirLand Battlefield with guidance on how to maintain maximum combat power within situational and resource constraints.

The manual gives information to commanders and staffs who provide combat service support in regeneration operations. It also informs commanders and staffs of all types of units what support is likely to be available in regeneration and what their responsibilities are.

This manual is applicable to all theaters and levels of command. The principles are adaptable to all levels of conflict intensity at the operational and tactical levels of war. However, the primary focus of this manual is the regeneration of battalions and brigades. Though the wording of the text may at times focus on reconstitution of combat units, the principles in this manual are equally valid when commanders reconstitute other units. Chapter 4 gives some considerations peculiar to reconstituting these types of units.

This manual is based on doctrine in FMs 100-5 and 100-10. FM 100-5 outlines how the Army will fight the AirLand Battle. FM 100-10 provides an overview of the CSS system for supporting the Army in the field. Though this manual focuses on current AirLand Battle doctrine, Appendix A discusses force reconstitution as it relates to the evolving AirLand Operations concept. This manual does not pertain to the term ”reconstitution” as used to refer to prepositioned packages in the strategic mobility area.

A wide range of publications support this manual. They provide details for specific echelons or functional areas. Included among these manuals are FMs 100-16, 63-4, 100-15, and 63-3J. FM 100-16 describes support operations at echelons above corps. FM 63-4 gives more detail on TAACOM operations. FM 100-15 is the doctrinal manual for corps operations, and FM 63-3J describes CSS operations for the corps. As these and other relevant manuals are revised, they will tailor the guidelines in this manual to specific units and echelons.

The proponent of this publication is HQ TRADOC. Send comments and recommendations on DA Form 2028 to Commander, US Army Combined Arms Support Command, ATTN: ATCL-CLD, Fort Lee, Virginia 23801-6000.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

Chapter 1
Introduction

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OVERVIEW

Reconstitution is extraordinary action that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. It transcends normal day-to-day force sustainment actions. However, it uses existing systems and units to do so. No resources exist solely to perform reconstitution.

The status of the unit is the key to initiating reconstitution. Commanders carry it out when units become combat ineffective or when shifting available resources can raise combat effectiveness closer to the level they desire. Besides normal support actions, reconstitution may include—

- Removing the unit from combat.
- Assessing it with external assets.
- Reestablishing the chain of command.
- Training the unit for future operations.
- Reestablishing unit cohesion.

The commander plans and implements reconstitution. His staff, as with all operations, plays a vital role. The G3/S3 role is particularly critical. He is responsible for coordinating reconstitution planning and activities. The mission and commander's intent are the keys in reconstitution planning, decision making, and execution. The higher commander's plan establishes the intent, concept, and priorities. These influence subordinate commanders' reconstitution plans.

The commander and his staff plan reconstitution to fit the priorities of the main effort and to support the higher commander's objectives. The reconstitution plan takes into account the follow-on mission. The final decision on whether to reconstitute an attrited unit depends on the situation. The commander must remain flexible. Mission requirements and available resources (including time) dictate appropriate reconstitution actions.

Reconstitution planning and execution are proactive. During courses of action development, reconstitution planning must be integral to the process. Further, units with roles in the process train in advance to perform their reconstitution tasks. In short, all elements — commanders, staffs, and executing units — plan and prepare for reconstitution before they confront it. Any combat, combat support, or CSS unit may require reconstitution. Therefore, planners at all levels of command should anticipate it.

Reconstitution requires aggressive application of the AirLand Battle tenets and the associated sustainment imperatives. Commanders must be willing and able to take the *initiative* in reorganizing their units within the framework of the commander's intent. Also, the system must be able to regenerate units to allow the commander to set the terms of battle. These actions are necessary to maintain the force's *agility*. Quickly recognizing the need for and executing reconstitution help provide the combat-effective forces the commander needs to hold the initiative. The commander only takes these actions if he views the battlefield throughout its *depth* in time and resources, as well as space. He looks ahead and considers the resources required and available for reconstitution. The planning for and execution of that reconstitution depend on extensive *synchronization.* Though the commander makes the decision to reconstitute, numerous staff elements and support units

make it happen. They all must understand the commander's intent and have already developed and rehearsed responses to expected reconstitution needs.

Since CSS is such an important and challenging element of reconstitution, planners and executors must continually apply the sustainment imperatives. *Anticipation* is critical. Personnel cannot wait until a unit requires reconstitution to begin to plan for it. Chapter 3 discusses the importance of incorporating it into SOPs, OPLANs, and training programs. In this way, planners can achieve *integration* of CSS with the operations of the maneuver force. Anticipation also promotes *continuity* of support. If planners do not prepare for reconstitution, the sustainment system will likely have to disrupt its operations to support the effort, especially for regeneration. *Responsiveness* and *improvisation* allow elements to adapt their reconstitution plans to the current situation and expected future operations. They use innovative techniques to help restore the unit to combat effectiveness.

MAJOR ELEMENTS

Reconstitution is a total process. Its major elements are reorganization, assessment, and regeneration, in that order. Figure 1-1 depicts the process and its relationship to sustainment.

Reorganization is action to shift resources within a degraded unit to increase its combat effectiveness. Commanders of all types of units at each echelon conduct reorganization. They reorganize before considering regeneration. Reorganization may be immediate or deliberate. Both forms may include such measures as—

- Cross-leveling equipment and personnel.
- Matching operational weapon systems with crews.
- Forming composite units (joining two or more attrited units to form a single mission-capable unit).

With both forms, the goal is to improve the unit's capability until more extensive efforts can take place, if resources, the tactical situation, and time permit. Since reorganization involves activities internal to a unit, it is the most expedient means of maintaining combat power in the early stages of a conflict. In forward units, it remains the most expedient method throughout the conflict. It also forms a basis for regeneration efforts.

Whenever possible, normal CSS operations continue throughout the reorganization process. With this support, reorganized units may remain effective for extended periods. Commanders may be able to delay or avoid the need to regenerate.

The two types of reorganization areas follows:

- **Immediate reorganization** is the quick and usually temporary restoring of degraded units to minimum levels of effectiveness. Normally the commander implements it in the combat position or as close to that site as possible to meet near-term needs. Commanders use information in OPORDs (such as, succession of command) and unit SOPs (such as, battle rosters, redistribution criteria, and contingency manning standards) and assets immediately available. An example of immediate reorganization is "consolidation and reorganization on the objective." When an infantry platoon seizes an objective, the platoon leader inspects his platoon. He then moves soldiers to fill gaps and directs replenishment or cross-leveling of ammunition. This is the essence of immediate reorganization; it shifts readily available assets to increase combat power.
- **Deliberate reorganization** is conducted when somewhat more time and resources are available. It usually occurs farther to the rear than immediate reorganization. Procedures are similar to those for immediate reorganization. However, some replacement resources may be available. Also, equipment repair is more intensive, and more extensive cross-leveling is possible.

Assessment measures a unit's capability to perform its mission. It occurs in two phases. The unit commander conducts the first phase. He continually assesses his unit before, during, and after operations. If he determines it is no longer mission capable even after reorganization, he notifies his commander. Higher headquarters either changes the mission of the unit to match its degraded capability or removes it from combat. External elements may also have to assess the unit after it disengages. This is the second phase. These elements do a more thorough evaluation to determine regeneration needs. They also consider the resources available.

Regeneration is the rebuilding of a unit. It requires large-scale replacement of personnel, equipment, and

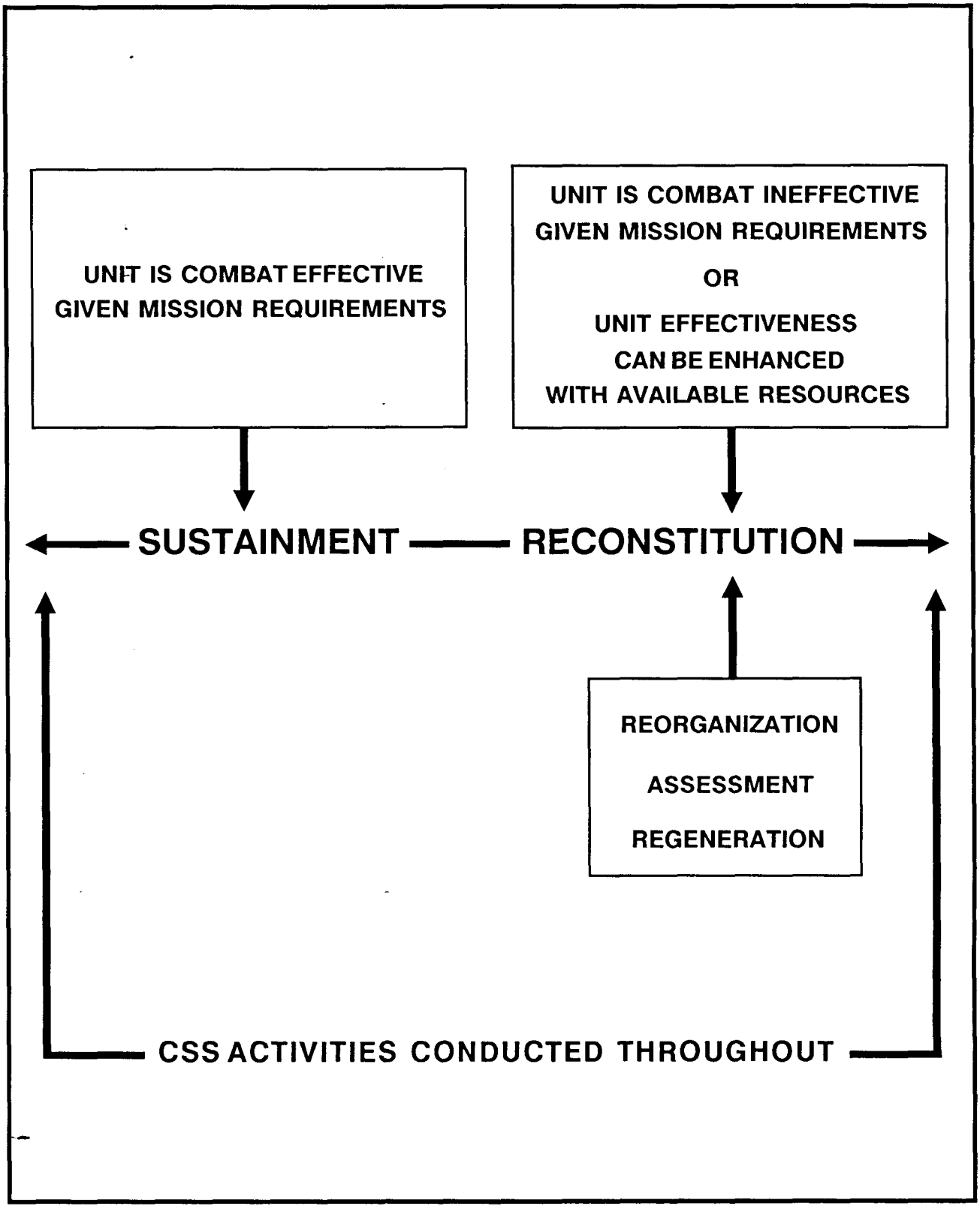

Figure 1-1. Relationship between sustainment and reconstitution.

supplies. These replacements may then require further reorganization. This is a higher level of reorganization than the unit can do during normal reorganization without adequate personnel resources. Regeneration also involves reestablishing or replacing the chain of command and conducting mission essential training to get the regenerated unit to standard with its new soldiers and equipment. Because of the intensive nature of regeneration, it occurs at a regeneration site after the unit disengages. It also requires help from higher echelons. Since regeneration typically requires large quantities of personnel and equipment, commanders carefully balance these needs against others in the command.

A regeneration task force is a task organization formed by the commander directing a regeneration. He uses assets under his control or provided by higher echelons. The RTF conducts the external assessment and executes the regeneration order. It includes both operational and CSS elements. Its specific responsibilities are detailed in Chapter 2. Chapter 3 covers its composition.

Reconstitution is not solely a CSS operation, though CSS plays an integral role. Units receive CSS throughout all phases of operations. CSS activities help prepare a unit to perform its mission, sustain it during operations, and bring it back to a specified level of effectiveness after an operation. Normal CSS activities occur throughout operations up to and including reorganization. What distinguishes CSS during regeneration is that it —

- Occurs along with other regeneration activities of reestablishing the chain of command, training, and building unit cohesion.
- Involves a very high level of CSS activity requiring a task force. The task force temporarily dedicates support to the attrited unit.
- Occurs in a relatively secure regeneration site.

RECONSTITUTION PROCESS

The list below presents an overview of the reconstitution process, which forms the basis of this manual:

- Units develop SOPs and train for reconstitution.
- Units include reconstitution in OPLANs.
- Unit commanders continually assess unit effectiveness (Phase I assessment) and reorganize as required.
- When a unit commander and his higher headquarters determine reorganization cannot restore a unit to its required level of effectiveness, they recommend regeneration.
- An element of the RTF begins to establish the proposed regeneration site. The directing headquarters adjusts the regeneration plan as necessary. It begins assessment based on available information.
- The attrited unit reestablishes minimum essential command structure as necessary and moves to the regeneration site. Elements of the RTF typically link up with the unit to provide supplies and services to help it move. They also begin to assist in the assessment process.
- The RTF receives the unit at the site and provides essential soldier sustainment. At the same time, the assessment element completes the formal assessment of the unit. It identifies the resources required to regenerate the unit (Phase II assessment).
- The first commander in the chain of command controlling all the resources required to regenerate the unit decides whether to regenerate the unit, carry out further deliberate reorganization, or use the resources elsewhere in the command.
- If the commander decides to regenerate the unit, the RTF and attrited unit simultaneously carry out the following four activities during the actual execution of the regeneration process:
  - They complete the reestablishment or reinforcement of the chain of command and its control over the unit as required.
  - They provide the required personnel, equipment, supplies, and services.
  - The unit conducts individual and collective training with help from the RTF.
  - The RTF evaluates the unit's combat effectiveness for future operations.

REGENERATION PRINCIPLES

Below are some general principles that apply to regeneration, the primary focus of this manual:

- It requires a decision by the commander with control of the required resources. No Army unit or other resource exists only to perform regeneration. Regeneration uses existing systems and units. The RTF is task organized from elements under the directing commander's control. Division, corps, and theater army headquarters designate RTFs in SOPs. While performing regeneration tasks, RTF elements are not doing their normal missions. The commander determines whether scarce resources required to regenerate a unit would be better used elsewhere in the command to accomplish its overall mission.
- It is a proactive, planned action. Planners must integrate it into the formal planning process. They include reconstitution in the unit OPLAN. The service support annex, logistics estimate, and TAACOM, COSCOM, and DISCOM OPLANs should provide details.
- Generally, units are regenerated from at least two command levels above. However, a committed division probably cannot regenerate any subordinate unit. Even if it is not committed, the division needs significant help from a COSCOM or TAACOM. In an immature theater, there may not be enough resources to do any regeneration. In such a case, planners work out in advance if and when regeneration may be possible. If not, they develop alternatives if required. Using replacement units is one possibility.
- Units must be removed from their positions. They move off line to a regeneration site.
- Regeneration requires time, especially for training and development of unit cohesion. Commanders must be aware that there is a distinct time-regeneration level trade-off. An RTF may regenerate a unit from a badly degraded state to near full combat effectiveness or it may conduct a lesser regeneration effort quickly. A major regeneration effort takes time.
- The individual situation dictates the trigger point for regeneration. The commander addresses this for his unit in the SOP. He adjusts it as necessary in the OPORD. However, a general guideline is personnel casualties of 40 percent or major weapon system losses of 30 percent. Commanders and staffs take into account that the unit may continue to take losses during disengagement and movement to the regeneration site.
- Normal support operations continue as the unit withdraws to the regeneration site.

COMMAND AND CONTROL

Three commanders have roles in regeneration. They are the commander directing the regeneration, the RTF commander, and the commander of the attrited unit.

The commander directing the regeneration is the first commander in the chain of command who controls or can rapidly obtain the resources to accomplish the task. In most cases, this is the commander at least two echelons higher than the attrited unit. Even then he typically requires assets from higher echelons to assist. All divisions, particularly light divisions, have a very limited ability to conduct any regeneration. However, a division commander may control a battalion regeneration (with significant help from echelon above division assets) if the division is not committed. If the division is committed, the corps or theater army controls the regeneration. A corps with theater army help or the theater army itself controls brigade and higher regeneration operations. One consideration is the type of unit. For instance, the theater army has to control regeneration of an aviation brigade.

The commander directing the regeneration forms an RTF to execute the regeneration activities. Chapter 3 discusses the composition of the RTF. The directing commander appoints the RTF commander. The RTF commander's job has two aspects. First, he controls the process as directed by the regeneration order. He also controls support to the elements occupying the regeneration site. Control of the process includes the control of the following activities:

- Assessing unit effectiveness.
- Reestablishing command and control.
- Requisitioning, receiving, and issuing all required materiel.
- Receiving and allocating all personnel.
- Maintaining equipment.

- Providing other services.
- Managing the unit's training.
- Evaluating the unit's combat effectiveness at the end of training.

Support to the regeneration site includes providing the infrastructure to operate the site. This includes —

- Terrain management within the site.
- Security coordination.
- Communications.
- Control of training areas.
- Movement control.

Support to the site also includes all required services such as power generation, mail distribution, and provision of water and rations.

Internal command of the attrited unit remains with the unit if a viable chain of command exists. (If the chain of command is not viable, the unit in control of the process reestablishes the chain of command as a first step. Chapter 4 discusses this process.) If the unit physically leaves its higher headquarters area of responsibility, the command of the unit transfers to the appropriate headquarters. For example, if a battalion moves to the division rear for regeneration, the division headquarters commands the battalion directly rather than through the brigade. If a brigade regeneration site is in the corps rear, the brigade is attached to the corps.

Chapter 2
Responsibilities

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THE ROLE OF THE COMMANDER

Reconstitution decisions belong to the commander. The commander controlling assets to conduct a regeneration decides whether to use scarce resources to regenerate a unit or not. The commander of the attrited unit decides to reorganize when required. The unit commander begins the reconstitution process. He alone is in the best position, with staff support, to assess unit effectiveness. His unique perspective validates an assessment; he does not base his conclusions solely on facts, figures, and status reports from subordinate units and staff. His assessment relies also — and probably more importantly — on other factors. These include —

- Knowledge of his soldiers.
- Condition and effectiveness of subordinate commanders and leaders.
- Previous, current, and anticipated situations and missions.

He considers all these factors in his continuing assessment. They form the basis of his reconstitution decisions and recommendations. Chapter 4 discusses assessment factors in more detail.

Regeneration is the most complex element of the reconstitution process. It requires extensive coordination among organizations. Therefore, the rest of this chapter focuses on regeneration responsibilities of three units. These are the unit directing the regeneration, the unit being regenerated, and the RTF. In the case of a corps regenerating a battalion, the corps is the unit directing the regeneration and the battalion is the unit being regenerated. The RTF is the unit the corps task-organizes to execute regeneration activities.

This chapter presents responsibilities in generic terms. Execution details are in Chapter 4. This chapter lists responsibilities separately. However, all elements involved should be aware of the roles of the others since regeneration relies on extensive coordination.

RESPONSIBILITIES OF THE UNIT DIRECTING REGENERATION

This section lists the responsibilities of units that have the resources to conduct regenerations. Details on how to fulfill these duties appear throughout this manual.

Commander:

- Includes reconstitution considerations in all operational planning.
- Ensures regeneration SOPs and plans exist.
- Ensures the unit's training program includes training for regeneration. Chapter 3 discusses training considerations.
- Sets regeneration priorities that align with operational and/or tactical objectives when more than one unit requires regeneration.
- Activates RTF assessment teams to evaluate attrited units as required.
- Determines the follow-on mission.

- Decides whether or not to regenerate an attrited unit. If he decides to regenerate, he sets the unit effectiveness goals while keeping in mind the time available.
- Adjusts the makeup of the predesignated RTF on the basis of the assessment and the current situation.
- Selects the regeneration site on the basis of the recommendation of the operations staff.
- Determines the specific actions required for the regeneration:
- Activates the rest of the RTF.

Personnel staff officers:

- Determine expected unit losses for specific missions.
- Manage strength accountability. They determine availability of replacements for current and upcoming operations. They identify soldiers with required qualifications. They also develop personnel replacement plans in the OPLAN process.
- Coordinate casualty reporting with the medical system.
- Anticipate increase in battlefield stress.
- Anticipate increased needs for battlefield promotions and impact awards.
- Coordinate the return to duty program with supporting medical elements.
- Coordinate personnel actions for contingency manning standards.
- Advise the commander and operations staff on the PSS elements for the RTF. They ensure plans cover all required PSS functions. Besides personnel actions, PSS functions at the regeneration site may include finance support, legal support, mail, MWR, public affairs, and chaplain support. The personnel staff coordinates with commanders and staffs responsible for each function to identify RTF elements and coordinate their efforts. They also consider use of local civilian labor.

Intelligence staff officers:

- Advise commanders on the threat situation facing candidates for regeneration.
- Assess the threat for prospective regeneration sites.
- Obtain medical intelligence on the site for the command surgeon to evaluate.
- Advise the commander and operations staff on the intelligence elements for the RTF. They coordinate intelligence with these elements during the process as required.

Operations staff officers:

- Include regeneration in OPLANs on the basis of expected losses and future missions.
- Recommend to the commander the assessment of an attrited unit.
- Recommend, on the basis of the formal assessment, whether to regenerate a unit and, if so, the extent of regeneration. They recommend unit regeneration priorities to the commander. They advise him on availability of personnel and equipment. They identify critical shortfalls. They also plan for employment options to meet contingency needs.
- Serve as the focal point for control and coordination of regeneration efforts as directed by the commander.
- Align regeneration efforts with command priorities and the situation.
- Advise the commander on the need for, composition of, and functions of the RTF. They coordinate these with all other staff sections.
- Recommend regeneration sites after coordinating with the logistics staff, CSS commanders, and others with relevant information. They use the considerations in Chapter 3.
- Advise commander on security measures for the site. These include the recommended role of the attrited unit.
- Coordinate with the rear operations commander to integrate a unit undergoing regeneration into the rear operations security plan.
- Advise commander on training needs in units undergoing regeneration. They identify required resources. They also help execute the training. Chapter 4 gives training considerations.

Logistics staff officers:

- Provide logistics input for the regeneration part of the OPLAN.

- Identify logistics resources needed to carry out regeneration on the basis of operations staff guidance.
- Recommend, on the basis of command priorities, allocation of critical items of supply. (This excludes medical and cryptographic items. They are handled by the medical and signal officers respectively.)
- Coordinate transportation plans and policies. They identify movement control needs and the element to provide support.
- Determine, as appropriate, HNS requirements for the regeneration process. They also give information and help to secure available HNS.
- Recommend to the operations staff, in coordination with CSS commanders, the general location of the regeneration site.
- Plan for prestocking of supplies and equipment to support regeneration.
- Plan for services essential to the regeneration process. They ensure expeditious handling of remains and personal effects. They also plan for CEB and laundry operations.
- Recommend, in coordination with CSS commanders, logistics elements for the RTF. They also recommend any other allocations of logistics personnel and units during regeneration.
- Recommend the extent the attrited unit's CSS activities play in regeneration.

Civil-military operations staff officers:

- Coordinate host-nation facility and resource requirements for logistics, engineer, and other staff officers. They must identify needs early. HNS may include Class I and III supplies and field services. CMO officers also advise the commander and the operations staff on any host-nation considerations which may affect the location of a regeneration site.
- Coordinate HNS for the regeneration process. They advise the commander and staff and the RTF on HNS availability. (Civil affairs elements help conduct area surveys.) They help contracting personnel plan for and obtain support from local sources.
- Coordinate the temporary augmentation of language qualified personnel to help obtain HNS at all levels.
- Plan and coordinate dislocated civilian operations. Provost marshal and others assist.

Engineer staff officers:

- Recommend to the commander and operations staff the allocation and redistribution of engineer units, personnel, and equipment during regeneration.
- Participate in site and terrain reconnaissance. They help in site selection. They also determine needs to prepare the site.
- Recommend engineering elements for the RTF.
- Coordinate engineer efforts at the regeneration site. Engineers may support area damage control and mobility/countermobility/survivability and sustainment actions.

Signal staff officers:

- Recommend employment of signal units and resources to support regeneration. This includes all assets involved in the five disciplines of the information mission area as defined in AR 25-1.
- Recommend allocation of critical communications and cryptographic equipment.
- Coordinate communications needs for liaison elements, the RTF, and units being regenerated.
- Advise the operations staff on any signal considerations for site selection.

Medical staff officer/surgeon:

- Recommend, in coordination with the medical command, allocation and distribution of medical personnel, materiel, and units during regeneration. This includes the composition of the medical element of the RTF. The element includes treatment and evacuation assets. It also includes preventive medicine personnel to inspect water sources and dining facilities and veterinary personnel to inspect Class I. They also ensure the RTF has enough Class VIII and medical equipment.
- Advise commanders on preventive medicine aspects of regeneration. This includes the availability and use of combat stress/mental health teams.

- Advise commanders on the effects of accumulated radiation exposure and possible delayed effects from exposure to chemical or biological agents. They identify resources required for patient decontamination.
- Advise commanders on disposition of personnel exposed to lethal but not immediately life-threatening doses of radiation or chemical and biological agents.
- Coordinate with the personnel staff on evacuation policy and returns to duty.
- Advise the operations staff on any HSS considerations for site selection. These may include proximity to medical facilities.

Provost marshals:

- Coordinate MP area security needs, reconnaissance, BCC, and MP assets required at regeneration sites. They do this in conjunction with the rear CP/RAOC. They coordinate host-nation military and civil security implications with the CMO as required.
- Coordinate to adjust existing BCC or establish BCC. They concentrate on route reconnaissance and traffic control points. They also coordinate straggler and dislocated civilian control, as planned by the G5/CMO.
- Advise commanders and movement managers on route and area security considerations for selecting and moving to regeneration sites.
- Advise commanders on EPW considerations unique to the regeneration site. They also ensure units selected for regeneration are relieved of any EPW responsibility as soon as possible.

Public affairs officers:

- Recommend the public affairs policy to the commander.
- Provide a public affairs team to advise and assist in dealing with public information and press requirements.
- Ensure information flows to the team at the regeneration site.
- Monitor the flow of information out of the regeneration site through media operations to include press pools if used.

Chemical officers:

- Coordinate decontamination needs and use of chemical support elements.
- Plan for and coordinate the establishment of a link-up point and decontamination site on the route to the regeneration site if required.
- Coordinate nuclear/chemical route and regeneration site reconnaissance.
- Coordinate use of battlefield obscurants to assist regeneration effort.
- Coordinate with the logistics staff for resupply of chemical defense equipment.
- Maintain radiation exposure data and status.

Chaplains:

- Provide unit ministry support, particularly for cases of battle fatigue.
- Coordinate needs for worship and memorial services, sacramental acts, and pastoral counseling.

Rear CP/RAOC:

- Integrates unit being regenerated, any replacement units, and RTF into the rear operations plan. It also provides appropriate support.
- Considers low-risk rear operations missions for units undergoing regeneration. These can enhance unit training and restore the unit's confidence. The rear CP/RAOC coordinates these missions with the operations staff. They ensure plans are consistent with the commander's overall projected use of the regenerated unit.

DISCOM/COSCOM/TAACOM:

- Coordinate with the logistics staff of the directing headquarters on the availability and applicability of logistics elements for the RTF. They also provide the supply and equipment status of these units.
- Coordinate the integration of higher level logistics elements into the RTF.
- Recommend, with the logistics staff of the directing headquarters, regeneration sites. They advise on the availability and mobility of support facilities.
- Coordinate the move to the site for subordinate elements in the RTF. They support their operations at the site as required.

- Provide a materiel management capability for the RTF. They also provide a means for it to link up with the supporting MMC. The MMC ensures materiel is distributed according to the priorities set by the commander directing the regeneration. The support command also provides a movement control capability.

Personnel command/group:

- Advise commanders and staffs on the availability of replacement personnel. They identify personnel with critical MOSs.
- Direct and monitor the replacement flow per the fill plan and command priorities.
- Coordinate with replacement and transportation agencies to move replacements to the site.
- Provide PSS elements for the RTF.

Medical command:

- Coordinate with the medical staff to ensure that HSS assets are properly allocated and positioned.
- Coordinate needs for medical materiel and supplies for on-site support through the medical materiel activity.

Signal command: Provide communications for regeneration efforts as required.

RESPONSIBILITIES OF THE UNIT BEING REGENERATED

Staff elements of the attrited unit link up and work side by side with their functional counterparts in the RTF. Organic support elements also work with the RTF; they assist in the CSS effort as much as they are able. In addition, staff officers advise and assist the commander within their functional areas. The following discussion summarizes the unit's duties. Chapter 4 gives details on required unit activities.

The commander assesses and moves the unit. This involves the following:

- Makes initial assessment of the unit.
- Moves to initial assembly area.
- Prepares for movement to regeneration site. The unit links up with elements providing support required to move to the site. It also links up with elements required to assist in assessment and to provide liaison with the RTF.
- Moves to proposed regeneration site.

The unit also has functions to help in the regeneration execution. The unit does the following:

- Assumes rear operations role assigned by the rear CP/RAOC.
- Coordinates with RTF for replenishments.
- Prepares training needs and plans in coordination with RTF.
- Schedules unit rest periods.

Finally, with the RTF operations element, the unit prepares for its follow-on mission. To do so, it —

- Integrates new soldiers and equipment into the unit.
- Trains individual skills.
- Conducts collective training.
- Assesses effectiveness.
- Plans for follow-on mission.

RESPONSIBILITIES OF THE REGENERATION TASK FORCE

The RTF executes regeneration. It ensures that regeneration actions comply with the plans and priorities of the commander directing the regeneration. The RTF has two interrelated roles. It performs the formal assessment of the attrited unit and assesses effestiveness at the end of the regeneration process. It also conducts the activities required to regenerate the unit. Some elements of the RTF are involved in both functions.

To execute regeneration, the RTF must include both an operations element and a CSS element. The operations element helps reestablish or reinforce the chain of command of the attrited unit and assess unit effectiveness. It also helps plan and execute the unit's training. This element should include soldiers from the same branch as the type of unit being regenerated. A logistician cannot plan a tank battalion's training nor assess its effectiveness. The CSS element provides the extensive personnel, supplies, services, and equipment required to regenerate the unit. Chapter 3 gives specifics on the composition of the RTF. Chapter 4 details its activities.

Generally, the RTF commander has responsibilities in three areas. First, he deploys the RTF when directed by the commander controlling the regeneration. He —

- Coordinates the move of RTF elements to the regeneration site.
- Arranges to move supplies, personnel replacements, and evacuation assets to the site based on the initial assessment.

Once the attrited unit arrives at the site, the RTF —

- Verities and adjusts regeneration needs.
- Sets up RTF CP and control of the regeneration site. This process includes fulfilling the rear operations role coordinated with the rear CP/RAOC.
- Reestablishes or reinforces the chain of command of the attrited unit.
- Conducts the CSS operations of the regeneration.

The RTF also provides support for training and preparing the unit for its follow-on mission. It —

- Coordinates training needs and facilities.
- Provides CSS for training.
- Plans for distribution or return of supplies and deadlined equipment.
- Evaluates the unit at the end of the regeneration.

Chapter 3

Planning and Preparation

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THE PLANNING PROCESS

The commander's mission is paramount in the reconstitution planning, decision making, and execution processes. The higher commander's plan establishes the intent, concept, and priorities. These guide subordinate commanders as they develop their reconstitution plans. They incorporate the entire reconstitution process, including reorganization, assessment, and regeneration, into the planning process in the same way they include a concept of operations. In that sense, reconstitution is a preconceived action; commanders plan and execute it within the context of the overall operation.

STANDING OPERATING PROCEDURES

Unit SOPs should address reconstitution. They establish the means to maintain a continuous combat presence and the methods to shift to more extensive efforts. A template for a reconstitution SOP is at Appendix B. Key points in the SOP areas follows:

- Information needs to make reconstitution decisions and reporting procedures.
- Assessment procedures and responsibilities. For an organization that may direct a regeneration, the SOP includes functions and composition of the RTF assessment element.
- Battle rosters, to include assignment of and training for alternate duties. This is crucial for low-density, highly technical areas. The SOP also covers contingency manning standards.
- Critical tasks for overall mission accomplishment.
- Procedures to reestablish or reinforce C2 systems.
- Reorganization procedures, criteria, and priorities.
- Techniques to maintain unit cohesion.
- Personnel and equipment replacement procedures.
- Procedures for transition to regeneration.

BATTLE PLANNING

During battle planning, commanders assess unit capabilities in depth. Unit leaders and staff officers help in this process. The analysis is part of the commander's routine and continuing assessment of his unit. It focuses on the general indicators of combat effectiveness and on others unique to a unit or situation. It considers specified and implied tasks of future missions. From this analysis, the commander develops a set of actions which reduce the impact of the battle and preserve his force. These actions include, but are not limited to the following:

- Developing a course of action that directs friendly strengths against enemy weaknesses. It also (as much as possible) protects the force. The purpose is to maximize combat power at the decisive time and place while minimizing weaknesses. This reduces subsequent needs for reconstitution.
- Conducting leader, soldier, and cross-training.
- Conducting an extensive information program within OPSEC constraints. This enables leaders at all levels to exercise initiative, continue the operation, and succeed. (This reduces the size of the reconstitution challenge.) It also helps soldiers mentally prepare for the upcoming battle. Soldiers who are aware of conditions and available support are less likely to suffer debilitating stress in adverse conditions.

THE RECONSTITUTION PLAN

The OPLAN for a specific mission should include a concept for reconstitution in the same way it includes a concept of operations and a concept of support. Planners base the plan on —

- The unit's current condition.
- Its assigned mission.
- The guidance from higher headquarters.
- The expected intensity of the conflict and levels of losses.
- The anticipated future missions.

These may affect the extent of reconstitution and the speed or priority of the effort. The plan includes enough details to enable staffs and supporting units to prepare for rapid restoration of units within command priorities.

Degraded units should expect reduced communications capability. This restricts the flow of information and impedes commanders in making decisions on reconstitution. A reconstitution plan helps overcome such difficulties. While the plan cannot meet all the contingencies of the AirLand Battle, commanders must have a plan they can adapt to the situation.

In addition to addressing reconstitution in the OPLAN for a specific mission, planners on the staff of the directing headquarters may have to write a separate OPLAN for a regeneration operation. This is especially true if the plan differs significantly from the SOP and sufficient time is available. Time constraints may require use of a fragmentary order. Appendix C includes a template for an OPLAN.

The more fully developed a unit's reconstitution SOP, the easier it is to develop any reconstitution plan. For a regeneration, the plan answers the questions below to the extent to which they differ or are absent from the SOP:

- Who is overall in charge of the regeneration? (See the C2 discussion in Chapter 1 and the RTF composition material in this chapter.)
- Who is in charge of the regeneration site?
- Where do RTF personnel come from? Where does their equipment come from? (See suggestions below and in Appendix D.)
- Do the attrited unit and all of the supporting units have the plan? Does the plan include timelines, responsibilities, and overlays?
- Has regeneration been planned for combat support and CSS units? (Considerations are in Chapter 4.)
- Have planners provided for refresher training for units issued unfamiliar equipment (for example, M1A1 tankers receiving M6OA3s)? (Considerations are given below.)
- What are the specific trigger points for considering regeneration in this plan?
- What procedures apply for a contaminated unit?

PLANNING CONSIDERATIONS

Reconstitution is a major mission for a division, corps, or theater army. It may be the most difficult mission it has to accomplish. As planners put together reconstitution SOPs and plans that address all the elements cited above, they should consider many diverse but interrelated factors. This section covers a number of those factors. Planners may pickup others by reading the discussion on execution in Chapter 4. In addition, there are some automated systems designed to help plan regeneration. One of these is SABRE which Appendix E addresses.

Some general planning considerations are:

- Successful reconstitution requires integration of all aspects of the unit and its support system. This includes most services and classes of supply.
- There is a trade-off between time and the extent of reconstitution possible.
- The reconstitution effort should be thoroughly planned and understood by all involved. All applicable SOPs and OPLANs should include details. These include timelines, locations, sources of supplies, and responsibililties.
- Wargaming courses of action during the planning process can help identify what units may require reconstitution and when and where to perform the process.
- Planners integrate security for regeneration actions into the overall rear operations plan.
- Planners should consider the opportunity to use HNS, LOGCAP, contractors, government agency,

and US Army Materiel Command resources whenever possible in the regeneration process. AR 700-4 covers LOGCAP.

- The commander in control of the process should establish a system to aggressively manage any reconstitution effort. He should ensure units meet set milestones.
- The RTF commander also keeps his chain of command aware of progress so it can include a regenerated unit in plans for future operations.

CONTINGENCY MANNING STANDARDS

Personnel constraints may prohibit the full-strength manning of primary groups or weapon systems during reconstitution. Therefore, commanders must prepare for the possibility of manning weapon systems or primary groups with a less than full complement of soldiers.

For example, a commander may receive 12 qualified tank crew members and four tanks. Rather than fielding three fully crewed tanks, the commander may opt to field all four tanks with crews of only three per tank. Further, by maintaining the integrity of crews during reconstitution, commanders may be able to reduce training needs and provide a base for preserving or restoring cohesion. Using contingency manning standards can provide a nucleus of soldiers with an assortment of critical skills. As a team, they may be able to perform a number of predesignated critical combat functions.

This technique is an excellent emergency measure which maximizes combat power with limited personnel. It maintains primary group integrity, reduces training needs, and enhances cohesion. Commanders must remember, however, that they will be fighting with reduced combat capability and lower unit endurance. They must deal with higher risks inherent with this technique.

DECONTAMINATION

Units undergoing immediate reorganization use basic soldier skills and hasty personnel and equipment decontamination techniques. Decontamination elements from chemical companies usually provide deliberate decontamination support to units undergoing deliberate reorganization or regeneration. The RTF also plans for needed support, such as station operators, to help the contaminated unit with detailed personnel decontamination. For regeneration, they decontaminate personnel and equipment at a site en route to an uncontaminated regeneration site. In such cases, the RTF commander may have to send a liaison team to link up with the unit while it is still contaminated. If not, the commander controlling the resources to direct a regeneration has two undesirable options. He must make a decision based on the limited information from the unit or wait until the unit can be decontaminated and assessed formally. If he decides with limited information, he may commit valuable resources which may be wasted. If he waits, he loses the advantage of timely actions.

The unit determines what equipment is contaminated. If it lacks that capability, the RTF provides an NBC survey party. In either case, the chemical officer of the headquarters directing the regeneration receives the information and coordinates with the RTF. The RTF prepares to receive uncontaminated assets of the attrited unit first. The chemical staff of the directing headquarters and RTF prepare estimates on arrival times of decontaminated assets. These measures assist in planning for use of valuable resources.

The commander and staff consider options to decontamination, such as weathering. They consider the time required to conduct deliberate decontamination. This process reduces contamination to less than negligible risk levels. It enables contaminated units to reduce their MOPP level and unmask.

Once the commander decides to decontaminate the unit, decontamination follows set priorities. Chemical personnel coordinate support requirements with operations and logistics personnel. They ensure needed resources are available. The decontamination site should provide for security and adequate water. The RTF coordinates sites for decontamination with terrain managers and, as appropriate, host-nation authorities. This is particularly important when run-off may contaminate a water source. Host-nation territorial forces may have already established decontamination sites that meet operational and environmental needs. Whenever available, mortuary affairs personnel, in conjunction with chemical personnel, decontaminate human remains as much as possible.

SECURITY

Forces undergoing regeneration and elements assisting in the effort are subject to attack by a wide array of rear area threats. They should plan for —

- Sabotage from agents, terrorists, and sympathizers.

- Attacks by special operations forces, airborne and air assault forces, and deep strike units.
- Artillery, air, and missile attacks, including NBC munitions.
- Electronic warfare systems.

Units undergoing regeneration are particularly vulnerable because they are tired and depleted. Also, the presence of all the CSS elements to support regeneration creates a lucrative target. The RTF coordinates security with the rear CP/RAOC. Elements in the regeneration site are responsible for defending themselves against a Level I threat. This includes acts of sabotage by agents, terrorists, and sympathizers. Planners should also identify a response force to defeat Level II threats. The RTF commander should closely coordinate responsibilities with the commander of the attrited unit. The attrited unit may need help with security in the early phases of regeneration.

RTF COMPOSITION

The commander directing a regeneration appoints the RTF commander. The SOP should identify the choice under normal conditions as well as alternatives. Some possibilities include the deputy/assistant commander, a key member of the G3 staff, and subordinate commanders. The actual choice in a particular case depends on the situation. Factors may include the level of regeneration required, the type of unit being regenerated, and other operations being conducted by the command.

The RTF includes both operational and CSS elements to fulfill the responsibilities listed in Chapter 2. The operational element should include personnel of the same branch as the type of unit being regenerated. So, for example, engineers must be in the RTF regenerating an engineer unit. They help reestablish command and control and assess the unit in relation to the commander's effectiveness goals. They also assist in the training program.

The CSS element should have enough people and expertise in the required functional areas. Whenever possible, the reconstitution plan should designate an existing headquarters element like that of a support battalion as part of the RTF; the directing commander should not piecemeal an ad hoc headquarters from various units. When choosing CSS elements for the RTF, planners should consider the fact that if an attrited unit is removed from combat, the remaining force may require less support forward. (Even if another unit fills the gap, it should bring at least part of its own support structure.) However, support requirements may not decrease much if, for example, the parent organization of the attrited unit is targeted for exploitation. In addition, planners should consider that elements of some support units are indivisible. They may not be able to significantly restructure the support system when a unit is pulled from combat. This is particularly true for EAD support assets and their role in supporting forward units. However, it also applies to support units more directly associated with an attrited unit. For instance, when a combat battalion is disengaged, one-third of the associated FSB cannot accompany it to the regeneration site. Many of the support functions of the FSB are performed by assets that are not divisible by three. So if the FSB has to continue to support the remaining elements of the brigade, it cannot give up any significant amount of resources for the regeneration effort. Still, whenever possible, RTF designers should try to pick as RTF elements CSS units whose work load declines when a unit is removed from combat. For example, if a brigade is removed from combat and its associated FSB does not itself require regeneration, the RTF may include the FSB. In any case, as regeneration proceeds, unit and accompanying DS CSS elements begin to perform their normal support roles as they are able.

An assessment element of the RTF conducts the Phase II assessment discussed in Chapter 4. At least some of the people in that clement should help execute regeneration. They provide continuity from the assessment phase through the regeneration execution. The knowledge they gain during assessment is useful in facilitating the process. For example, the personnel responsible for assessing the command and control of the attrited unit should have a major role in reestablishing the chain of command. They know the status of the unit and the personnel resources available to fill the chain of command. Also, whenever possible, the core of this assessment element should be the element that determines whether the regenerated unit has met the commander's effectiveness requirement.

The RTF should also include a liaison element to link up with the attrited unit. This element typically begins the external assessment. Therefore, part of the RTF assessment element should be in the liaison team. It transmits preliminary requirements to the regeneration site. The liaison element should have adequate mobility and communications capability. Having adequate communications means more than just having the necessary

equipment. The liaison element should also have the correct SOI and a secure voice capability in the nets of higher headquarters, supporting units, and the RTF. This element accompanies the unit to the regeneration site. It stays there to assist in further assessment and regeneration execution.

Appendix D includes a list of sample candidate elements for an RTF.

SITE SELECTION

Site selection is an important consideration early in the planning process. The terrain manager for the rear area of the relevant echelon, for example, the division/corps rear CP, in conjunction with the DISCOM/COSCOM, evaluates terrain. The commander directing regeneration uses this analysis to pick the site. In the communications zone, the TAACOM commander normally designates a site as directed by theater army. Coordination of the site with host-nation representatives and allied commands is essential in a combined environment.

The site should not be under immediate enemy pressure; preferably it should be secure as possible from interdiction and harassment. Also, terrain managers should carefully manage the electronics/visual signature of the site. A brigade-sized element and an RTF sharing an assembly area emit a signature similar to two brigades. To a threat intelligence analyst, two brigades in the corps rear may look like the corps reserve. Therefore, the site would be high on the threat targeting priority list. The threat may respond with a direct attack by airborne, air assault, or other deep strike forces. It may also launch an indirect attack with aircraft or surface-to-surface missiles against the regeneration site.

One consideration often overlooked is -battlefield circulation and control. BCC is a critical subprocess. It should already be established since the regeneration site is in a rear area. However, planners should adjust BCC as the RTF begins to assemble. It extends through the arrival of the attrited unit and ends when the unit and RTF move out. FMs 19-1 and 19-25 cover BCC.

A key factor in site selection is the mobility of essential RTF elements. For example, if the regeneration involves a substantial number of aircraft, planners should consider a site near an AVIM facility due to that facility's lack of mobility. Other possible RTF elements with limited mobility include ground maintenance, HSS, and ammunition supply assets. As a result, planners should consider an established support area as a possible regeneration site.

The following list summarizes key site selection considerations:

- Site out of enemy direct support artillery range.
- Site near or at immobile, essential facility required by the RTF, such as an AVIM or large DS ground maintenance facility.
- Distance attrited unit has to travel not excessive.
- Size large enough for unit and RTF to occupy without presenting a concentrated visual or electronic signature.
- Training space adequate.
- Access to military load class 100 road net, railhead, and/or landing zone or airfield for CH-47s.
- Layout suitable to process equipment as it arrives — loading and off-loading ramps.
- Layout suitable for use of materials-handling equipment.
- Decontamination site available for unit en route to regeneration site.
- Site situated to take advantage of HNS facilities, training facilities, labor, and medical facilities.
- Commercial power and telephones available.
- Site situated to facilitate move to follow-on mission site.
- Water sources adequate.
- Site relatively secure from enemy interdiction and harassment.
- Site beyond enemy's immediate objective.
- Communications network and physical plant adequate to take advantage of RTF automation capability.
- Political aspects of site enhance combined effort.

Figure 3-1 shows a sample regeneration site depiction. The actual layout of a site depends on the size of the unit and all the factors listed above. Considerations for support area layouts at specific echelons are in the 63-series field manuals.

NONLIKE REPLACEMENT ITEMS

A unit being regenerated may receive nonlike replacement items for several reasons. These include the continued modernization of the force, low-density

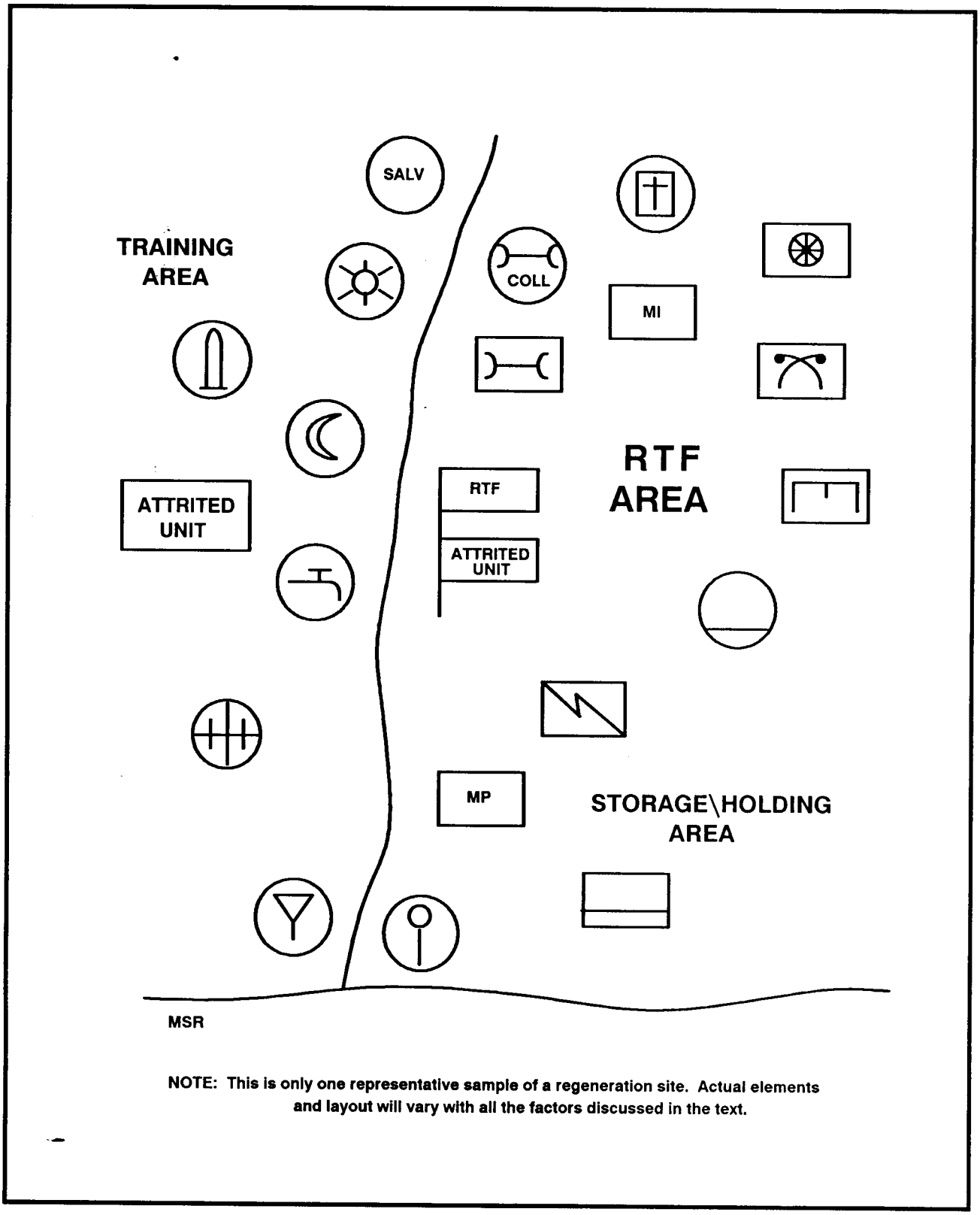

Figure 3-1. Sample regeneration site.

equipment, and incompatibility of systems fielded in units with materiel in war reserve stocks. Such replacements create problems for regeneration planners and executors.

Unit personnel may not have trained on or worked with such equipment. In some cases, unit maintenance personnel lack compatible special tools and test equipment; test, measurement, and diagnostic equipment; manuals; and repair parts. They may also lack training on the equipment. The same applies to DS CSS personnel and units.

A possible solution is to configure required materiel into unit sets. This materiel may include maintenance assets, as well as training aids and materiel for a crash program. The set may have a line item number to facilitate requisition of the entire package from war reserve stocks. This would be a management intensive effort. It involves calibration considerations and control of such elements as shelf-life items and manual updates.

Nonlike replacements are not only a CSS problem. Maneuver commanders and their staffs also play a role. This is especially true with regard to training packages and dealing in the early stages of war with replacement personnel who have never trained on the system they must use. Tactical commanders should have firmly planted in their minds that like equipment goes in the same unit to minimize problems. They may even shift old equipment to another unit to make the equipment in the unit all of the same type. This minimizes employment and maintenance problems.

Considerations for the unit and supporting elements go beyond the regeneration process. Some factors are as follow:

- Units may require dual PLLs.
- Support units may have to adjust ASLs to include new lines.
- Class III and V usage changes.
- Maintenance skills required in support units may change.

CSS PLANNING CONSIDERATIONS

BCC personnel and CSS operators should ensure a smooth movement flow within the site. They should avoid having all of a unit's logistics assets in one place at the same time, for example, all its HEMMTs and TPUs at the fuel point. The signature from such buildups represents a valuable target for enemy aircraft.

The RTF predetermines maintenance (unit and DS) collection points in the site so terrain managers do not have to find a site suitable for HET on/off-loading during hours of darkness with limited time available. Equipment towed or carried from the battle area goes to a central location, known to all. This facilitates a sorting of equipment. There are special requirements for vehicles that are not totally off-road capable or that require special road clearances. The RTF takes care of these before regeneration execution.

Time constraints to effect regeneration can overtax organic assets to do supply point distribution for Classes I, III, and V supplies. The RTF may need transportation assets for unit distribution.

Planners should examine all aspects of PSS for applicability in the regeneration of a specific unit. Besides the obvious need for handling personnel actions, they should consider finance, legal, MWR, religious, and public affairs support to the soldiers of the attrited unit.

Information relevant to the combat readiness of the unit may be sketchy. This precludes quick identification and provision of needed major assemblies, repair parts, and other materiel. The logistics status reports on hand at division and corps often reflect data that is 24 hours old. They may have only limited use to measure materiel readiness of an attrited unit. The assessment element needs adequate communications with the attrited unit and the RTF CP to ensure information is current. SOPs and OPLANs should include TTP for the flow to the RTF of logistics intelligence about the attrited unit.

Planners should also consider use of HNS. Host-nation facilities, personnel, and other resources can significantly enhance the regeneration effort. Coordination with host-nation officials is vital.

Other CSS planning considerations areas follow

- Assessment elements should not place any burden for CSS on an attrited unit.
- Both planners and executors of regeneration actions should understand the status of equipment issued from theater reserve stocks. They should understand the meaning of the status, such as ready-to-fight or ready-for-issue. They should also know what each dictates in terms of logistics actions.
- An MCT in support of the RTF may have to orchestrate the unit's move to the rear.

- SOPs should list the information a regeneration candidate unit should provide (if possible) to the assessment element. They should also dictate what information and overlays the RTF should provide the unit.
- Reconstitution SOPs and plans should reflect procedures for managing replacements of soldiers with low-density MOSs. These include medics and maintenance personnel who may not be available through normal replacement channels.
- The SOP should include the role of combat stress elements. These include stress counselors and psychologists.
- If the unit recovers disabled vehicles from forward areas to the regeneration site, planners should also arrange to move the vehicle crews.
- A unit may arrive in the site still task-organized. This affects logistics and numbers of unit tactical assembly areas needed. However, regardless of how the attrited unit is task-organized, the RTF regenerates all the entities within the task force.
- The RTF should have a 24-hour operating capability.
- The SOP and plan should address the role, if any, of the parent organization's CSS structure. For example, a DISCOM PBO representative may assist in the regeneration effort.
- The RTF requires signal support to supplement the DISCOM/COSCOM's austere communications capabilities.
- The main CP of the unit being regenerated should collocate with the RTF headquarters. This facilitates communications between the two elements.
- The plan addresses decontamination support from the RTF.

TRAINING TO CONDUCT RECONSTITUTION

Commanders should begin training for reconstitution early. They integrate it with other aspects of their training program. Reconstitution training does not significantly add to the amount of training a unit undergoes. All aspects of reconstitution rely on and complement existing systems and programs; this is particularly true of training. The vast majority of tasks critical to reconstitution are already trained under other programs. Commanders need only to recognize their value to reconstitution and place proper emphasis.

Staff officers and support units at all levels should train to plan for reconstitution needs and activities. They should train to balance reconstitution needs with overall objectives. They stress quick, accurate assessments and alignment of reconstitution efforts with the priorities, intent, and concept of the commander. Staff training should also cover techniques and procedures to ensure continuous operation of the staff or to quickly reestablish a depleted staff.

Unit training should focus on reorganization techniques and procedures, use of contingency manning standards, and implementation of reconstitution SOPs. Cross-training should occur across sections, squads, and crews. It should cover all functions critical to maintaining the unit's combat effectiveness.

Units should cross-train soldiers into low-density MOSs within a unit. This facilitates reorganization and reduces the magnitude of any later regeneration effort. Cross-training is a time-consuming process which should be complete before a unit engages in combat. Since time is critical during reconstitution, all levels of command should identify low-density, highly technical MOSs early. They should implement necessary cross-training programs during peacetime. This is particularly important in combat support and CSS units.

Cross-training of leaders across the spectrum of leader, staff, and commander skills is imperative for smooth reconstitution, particularly reorganization. Units should train for succession of command down to the lowest levels. Additionally, staff officers should be cross-trained with the unit. They should also train to assume the duties of their counterparts at the next senior headquarters.

Also, the overall reconstitution training program should integrate training of all elements identified to participate on RTFs. Commanders of units with potential missions to perform regenerations should ensure that the human aspect is not ignored. It is one thing to surge to provide large amounts of equipment, supplies, and maintenance in a training exercise; it is another to do that while integrating vast numbers of replacements into the unit, dealing with widespread battle fatigue, reestablishing command and control, and training the unit all while the command is conducting other operations.

All personnel should receive stress management training aimed at reducing the negative psychological impact of battle (battle hardening). Leaders should receive specialized training in controlling the impact of stress.

By training for reconstitution, units can prevent many of the problems which could cause a need for it or which could impede its successful execution. They should train under all conditions, including NBC environments.

Chapter 4

Execution

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PHASE I ASSESSMENT

The commander is in the best position both tactically and technically to assess the combat effectiveness of his unit. His assessment is an on-going process throughout the conflict and is a normal command responsibility. He conducts it whether or not he anticipates reconstitution. His staff and higher headquarters assist him in the assessment.

The staff elements routinely provide advice in their functional areas. For instance, the S1 identifies personnel issues that affect the mission and individual soldiers. He estimates the number of casualties for the next battle. He also coordinates with the unit surgeon to determine expected returns to duty from medical treatment facilities. The S4 provides similar advice in logistics areas.

The higher headquarters may rely totally on submitted reports and the unit commander's assessment, or it may visit the unit's area and quantify the assessment. If the assessment indicates that the unit is not mission capable, the commander reorganizes if that process will enable the unit to perform its mission. If it cannot, the unit may be withdrawn from combat. The unit's higher headquarters must approve this decision and pass it up the chain of command to the commander with assets to control regeneration. In any case, the need for reconstitution should come as no surprise to commanders. They know before a mission begins the threat facing each unit and the required reconstitution probability for each.

The commander sets in the SOP and specific OPLAN a level of degradation to be the trigger point for implementing the reconstitution plan. However, he may have to adjust the level to meet the current situation, anticipated missions, and available resources. The situation may require a severely degraded unit to remain in battle and rely on reorganization. Another unit with greater capability may have the flexibility to pull back for regeneration. The commander may accept a lesser but continuous capability to seize or maintain the initiative. He always has the prerogative to reorganize the unit with a smaller capability and mission to match boundary adjustments. Conversely, he may allow a unit time to rebuild to a higher degree of readiness to prepare for a new mission. Ultimately, his decision should reflect needs for combat power within the context of the overall campaign.

The commander's assessment draws on both tangible and intangible factors. The bases of the objective portion of his assessment are the tangible factors. These include strength reports, casualty figures, length of time in combat, and planned missions. Subjective factors include such intangibles as morale, fatigue, and leadership effectiveness.

EFFECTIVENESS AREAS

Four broad areas provide indicators key to determining the ability of a unit to continue assigned missions.

Personnel Status

Commanders evaluate the—

- Unit strength.
- Number and type of casualties including battle fatigue.
- Condition of key personnel.
- Weapon system crew status.
- Level of training.
- Mission capable personnel.
- Effectiveness of the remaining chain of command.
- Impact of individual replacements on unit cohesion.

They should not rely solely on figures. Though casualty figures should provide the best guide for evaluating the status of forces, accurate casualty figures may not be available until several days after an operation, if ever. Still, these reports are probably the best single determinant of the need for reconstitution. Though the strength level required to present a credible force varies, 60 percent maybe used as a start point to adjust as necessary.

Logistics and Health Service Support Status

Commanders evaluate the status of major weapon systems, vehicles, and other essential equipment. As with personnel, the percentage required for successful mission accomplishment depends on the situation, but 70 percent may serve as an initial planning guideline. Commanders should also assess ammunition and POL supplies, the capability of the medical assets to handle unit casualties, and the capability of other organic CSS elements to perform their missions.

Combat Support Status

The availability of combat support is critical to the ability of maneuver units to continue assigned missions. Commanders assess the availability of field artillery, electronic warfare, intelligence, signal, engineer, chemical (smoke/decontamination), ADA, Air Force TACAIR, and naval gunfire support. These assets may enable a severely degraded unit to continue operations or to reorganize while remaining in combat.

Subjective Indicators

The commander considers a number of subjective factors that affect his unit's ability to continue its mission. Among the most important are—

- Effectiveness of unit leadership (all leaders, not just chain of command).
- Soldier morale and personnel readiness.
- Esprit de corps.
- Commitment.
- Unit history.
- Training.
- Discipline.
- Cohesion.

Formal assessment of these factors is probably not possible. However, the commander should know his troops and be sensitive to their needs to detect the first subtle shifts in morale that may ultimately undermine his authority and destroy the unit.

INFLUENCING FACTORS

Several factors affect the above indicators. These factors and the commander's knowledge of them may cause him to weight a particular indicator more heavily when determining reconstitution needs.

Condition of Soldiers

Among the factors which influence the soldiers' condition are the following:

- Total length of time the soldiers have been in combat.
- Number and locations of any intervening rest periods.
- Nature and intensity of the most recent combat experience.
- Physical condition of the soldiers. This includes their nutritional status, number and status of minor and environmental injuries, and accumulated radiation dose.
- Psychological condition of the soldiers.
- Number, experience level, fitness, and positions of replacements.

The Battle's Physical Environment

The environment includes weather, terrain, use of mass casualty weapons, and physical evidence of previous success or defeat. The commander should appraise the weather and terrain not only for their impact on tactical operations and lines of communication, but also for their effects on the mental state of his soldiers. A harsh environment can have a significant, negative

psychological effect. Excessive rain and clouds or heat and sun can be particularly harmful. Such conditions hurt morale and cause most nonbattle casualties, especially those from illnesses and disease.

Expectations of Unit Soldiers Before the Battle

Combat rarely, if ever, fits preconceived notions. Even veteran troops meet unexpected circumstances. This variable relates to what maybe termed the imperative of the mission. The degree of urgency of the unit's mission may influence its determination to carry it out. Obviously, a unit ordered to "stand to the death" has a different perspective than one ordered to fight a delaying action. In short, the significance of the mission should be clear to all.

Soldiers should also know what support they can expect. The commander should never promise his troops more support than may be available. Dashing troops' high expectations is one of the surest ways to destroy a unit's confidence and morale. If changes in expected support develop, the commander should ensure that the troops understand why someone may not deliver on their behalf. To ignore a lack of promised support and not communicate it with the fighting men only convinces them that no one knows, no one cares, and they have been left to redeem others' mistakes with their sacrifices.

Specific soldier expectations that the commander should consider include the following:

- Soldiers' commitment to the mission and knowledge of their role in the overall mission.
- Enemy situation.
- CS and CSS availability compared to that actually received.
- Anticipated future missions.
- Soldiers' confidence as a unit.

Nature and Intensity of the Battle as Perceived by the Soldiers

Commanders should be aware of how their soldiers perceive the particular combat engagement. If they perceive it as the most difficult fighting of a campaign, the unit may require reconstitution. A related factor is the dispersion of fighting men. Commanders may disperse troops to offset a high volume of tire. However, tactical dispersion presents not only a C2 problem but also an individual one. The soldier's lack of information and awareness of events swirling around him heightens the sense of isolation.

Loss of Key Formal and Informal Leaders and Unit Veterans

Division commanders should know their key battalion and regimental leaders. However, they are not likely to have intimate knowledge of leadership at the company, platoon, and squad levels. Signs of physical and nervous strain among battalion and regimental commanders may signal the need for reconstitution. Unfortunately, at the lower levels of command it is hard to determine who the key leaders are during combat, let alone assess their physical and psychological capability to lead after they may have been overworked during previous operations. Another potential problem involves replacement of leaders. Even if the unit receives replacements, their acceptance could be a problem. Veterans may resent their presence. They may feel that they are being cheated out of a promotion or that the newcomers cannot take the veterans' place.

MOVEMENT TO AND ESTABLISHMENT OF THE REGENERATION SITE

Once the commander decides to remove a unit from combat and formally assess it for possible regeneration, he and his staff adjust the tentative regeneration plan and activate the RTF. An advance party from the RTF moves to the proposed regeneration site. This party has the assets to begin to prepare the site to receive the unit and to complete the Phase II assessment. It should arrive 12 to 24 hours before the attrited unit whenever possible. It establishes a reception area, an RTF command post, and points to provide initial soldier sustainment functions. The party plans positioning of units within the site. The provost marshal representative adjusts the BCC plan as required. The RTF begins to establish local security and camouflage according to the defense plan coordinated with the rear CP/RAOC. The size of the regenerated unit may dictate that more MPs may be necessary. The party also moves supplies that had been prepositioned to the supply points in the regeneration site. However, the RTF does not fully establish the site until the directing commander decides to regenerate the unit.

The attrited unit is responsible for moving itself to the regeneration site. If the unit lacks the transportation assets required for the move, it requests help. While the

unit disengages, normal battlefield procedures continue. These include—

- Passage of lines.
- Relief in place.
- Decontamination.
- Battle damage assessment and repair.
- Recovery of damaged equipment.
- Treatment and evacuation of casualties.
- Evacuation of remains to the mortuary affairs collection point.
- Resupply of such items as fuel, water, rations, and ammunition, which the attrited unit needs to move to the site.

Often, the unit needs help with some of these functions which it would normally do itself. The RTF should be ready to send elements forward to a designated link-up site to provide support and the initial liaison between the attrited unit and the RTF. The liaison function entails sending back preliminary assessments and needs to the RTF to expedite the regeneration process. This liaison/assessment element may include a battle damage assessment team like one used in normal support operations. If so, the RTF commander task organizes the BDAT from assets under his control. Table 4-1 shows sample elements of a BDAT.

Table 4-1. Sample Battle Damage Assessment Team.

PERSONNEL:	
CMF	**GRADE**
91/92/63	Officer/warrant officer
63	NCO
63	NCO
45	NCO
27	NCO
76	NCO
54	NCO
Drivers	E1-E4
EQUIPMENT:	
Test and diagnostic sets, Manuals (BDAR 30-series)	
Wheeled vehicles, FM radio (s)	

NOTE: Numbers and types of personnel and equipment will vary with the situation.

Support elements may also help recover and evacuate wounded personnel and damaged equipment. Mortuary affairs personnel may provide recovery, limited identification, and evacuation of remains. During the movement, the unit may download certain materiel and supplies. This both eases the backhaul mission and makes the supplies available to sustain the fight in the main battle area. The unit may also require decontamination as discussed in Chapter 3.

Elements of the RTF itself use organic transportation assets to move to the regeneration site. If they need additional assets, they request them through the movement control channels designated in the SOP or OPORD. Planners should understand that this may represent a considerable requirement for transportation. For example, if a DS maintenance facility must move to the site, it needs significant aid from a transportation unit. Planners can minimize such requirements by carefully selecting a site at or near an established support area or nonmobile RTF elements whenever possible.

Once the unit arrives at the site (after leaving the decontamination site as applicable), the RTF receives personnel and directs them to their areas. It directs damaged reparable equipment to the maintenance collection point. It directs operable equipment and usable supplies to a marshaling, storage, or staging area with the supply unit of the RTF. The RTF also begins essential support services to surviving personnel. Support includes provision of—

- Hot meals (with fresh bread and pastries if possible).
- Sundries.
- Water.
- Health services (to include casualty treatment, combat stress care, preventive medicine).
- Laundry and bath support.
- Individual equipment replacements.
- Chaplain support.
- Morale, welfare, and recreation activities.

Finance and legal support should also be available as required, and the RTF provides public affairs information such as news contact with families at home as soon as possible. Soldiers also receive mail and have the opportunity to write letters home. The RTF also provides soldiers a safe, dry place to sleep. Sleep loss recovery takes time. It takes 24 hours of sleep and rest

to recover from 36 to 48 hours of complete sleep loss with a heavy work load. Soldiers experiencing 72 hours of acute sleep loss require two to three days of rest to recover. As much as possible under time constraints, for the first several days the commander gives the unit no responsibilities beyond the receipt of these services and, within its capabilities, security actions.

PHASE II ASSESSMENT

During this initial period, the assessment element thoroughly assesses the attrited unit. This Phase II assessment is a. special, formal assessment. Elements external to the attrited unit conduct it whenever the commander proposes regeneration as a result of the Phase I assessment. The Phase II assessment begins during the move to the regeneration site and provides extensive details on resources required to regenerate the unit. For example, not only does it confirm that 25 tanks are inoperable, but it provides information on the time and resources required to return them to serviceability. This assessment validates and modifies as required the regeneration plan developed before the onset of the operation.

This detailed assessment, and later control of the regeneration process, is normally beyond the capability of the unit's next higher headquarters if the organization is still in contact with the enemy. A team from division/corps normally assesses a battalion; a team from corps/theater army assesses a brigade. Chapter 1 discusses command and control of regeneration; Appendix D presents suggestions on team composition.

One of the assessment tasks is to determine how much the attrited unit should assist in its own regeneration. This determination should take into account the trade-off involved. On the one hand, war-weary and stressed soldiers need rest and recuperation. They may not be able to contribute much to a regeneration effort. However, if the survivors are not involved, they may feel a loss of pride in the unit and ownership of its equipment. In any situation, the assessment element should consider two factors concerning the unit's participation. First, whenever possible, there should beat least a brief recuperation period for survivors as described above. Also, the RTF should closely coordinate assessment and regeneration activities with the attrited unit's staff.

In fact, the members of the assessment element should work closely with the staff of the attrited unit throughout the process, beginning with their linkup on the move to the regeneration site. As with the Phase I assessment, they evaluate five major areas—C2, personnel, equipment, supply, and training. That is why the assessment team must include both operational and CSS personnel. The team identifies both the magnitude and criticality of shortfalls within the unit. Unlike the Phase I assessment, however, the formal assessment determines replacement equipment and personnel available (including those forecasted to be returned to duty from the medical system). It also adjusts repair times to match equipment availability.

The assessment element should work as quickly as possible. Delays in this process and subsequent decision making can be extremely costly as battlefield conditions can rapidly change the effectiveness status of the unit.

The result of the Phase II assessment is a detailed report coordinated with the attrited unit's commander. The report informs the team's headquarters on the status of the attrited unit and the resources required to return it to a mission-capable level. The commander with control of the required resources decides whether to commit the resources to that regeneration effort or employ them elsewhere to maximize the command's capability to achieve its mission. If the decision is to regenerate, the RTF finishes preparing the regeneration site and begins the actual execution of the regeneration order.

COMMAND AND CONTROL ESTABLISHMENT

The key to any successful reconstitution is a viable command and control structure. Accordingly, C2 elements are the first the RTF assesses and reinforces or reestablishes. Effective command of units undergoing regeneration relies heavily on having clearly defined succession of command procedures and techniques in SOPs and OPORDs. Units also follow guidance in SOPs to reestablish staffs. Normally, these plans and procedures provide for use of subordinate echelon assets. Whenever possible, the remaining unit leaders should retain command of the unit to maintain unit cohesion. Only when the unit leadership proves to be nonexistent or unable to exercise command should the RTF take temporary charge of the unit. The RTF only

retains control until it can reestablish the unit's C2 structure.

Replacements for lost leaders of the attrited unit may come from several sources. If resources and time permit, they may come from the normal replacement system and may include returns to duty. Leaders may also be pulled from organizations under control of the directing commander. This commander should make his wants in this area clear in the regeneration order. The PSS element should be able to provide information on the responsiveness of the replacement system and on what personnel with the requisite qualifications are available. In any case, planners should anticipate losses of key commissioned officers, warrant officers, and senior NCOs and plan for replacements.

In cases where only small remnants of units are-intact after an intense engagement or use of mass casualty weapons, there may not be enough assets to regenerate each degraded unit. In this case, the commander may elect to form a composite unit followed closely by regeneration. The commander directing formation of the composite unit is typically the commander two levels above the unit. He appoints a commander, ideally from the composite unit personnel, and uses available assets to establish a minimum command structure. He also designates the chain of command (parent unit) for the new unit. The commander should be aware that forming a composite unit has long-term radical effects on force structure. Therefore, he weighs this decision carefully.

In all cases, the reinforced or reestablished C2 structure reinstitutes normal military routines for the unit after its initial recovery period. The routines include reveille, roll call, inspections, drill, physical training, and reestablishment of areas down to platoon level.

CSS ACTIVITIES

At the same time that the operational element of the RTF is reestablishing the C2 structure of the unit, the CSS element is beginning to conduct support operations. In many cases, once the RTF and attrited unit are in the regeneration site, the actual activities of CSS operators in the RTF are similar to the operations they normally perform. What differ are often the—

- Quantities of support required.
- Priorities of support.
- Direct support relationship between the RTF and the attrited unit.
- Emphasis given to certain facets of support.
- Time available to perform the mission.

When the commander decides to regenerate a unit, he directs support to a customer at the expense of another for many support functions such as field services, maintenance, HSS, and several classes of supply. There are no assets dedicated to providing regeneration support. Designating support elements to regenerate an attrited unit means the elements' habitual customers do not receive their normal level of support. This is the support prioritization decision that commanders constantly make.

As soon as the commander decides to regenerate a unit, the RTF initiates requisitions for personnel replacements and equipment required by the unit and not already requisitioned. It also requisitions the additional supplies needed that have not already been prepositioned. Planners should predetermine requisition flows to provide the most expeditious support.

Materiel and personnel assets for regeneration come from a variety of sources using existing CSS systems. If the RTF is a division-level organization, it transmits requirements beyond its capabilities to the corps. The corps, when applicable, identifies replacement needs to theater army support elements through the TAMMC and personnel command. Planners should also take advantage of opportunities to contract for supplies and services. Such assets may either play a direct role in the RTF or, more likely, temporarily replace capabilities normally provided by elements forming the RTF.

SUSTAIN THE SOLDIER

Sustaining the soldier is key to regeneration efforts. It includes PSS, HSS, and laundry and bath support. It also involves provision of water, personal items, clothing, individual equipment and the best food available. Rehabilitation of the surviving members of the attrited unit is critical to successful regeneration. Not only does it restore the effectiveness of those soldiers, but it also greatly enhances the acceptance and orientation of new members.

This is especially important in reducing the fears of combat.

Personnel Service Support

The chief PSS officer on the RTF is from the organization at least two echelons higher than the attrited unit. For example, if the attrited unit is a brigade, the PSS officer may be the deputy corps G1 or a senior personnel group officer. This officer determines the right types and amounts of support required to regenerate the unit to the effectiveness goals within the allotted time. He also manages the PSS activities at the regeneration site. These may include the following.

- **Replacement operations.** The RTF requires a cell of personnel specialists to process the many replacements arriving at the regeneration site. The replacement element assigns the replacements to the attrited unit according to required grades and MOSs. They may be replacements entering the theater or soldiers returning to duty from the medical system. When exact grade and MOS needs are not available, the cell reviews available assets to find the nearest effective substitutes. The cell works with the attrited unit's personnel staff to allocate replacements to meet the commander's priorities. The cell also works closely with a medical representative of the RTF to coordinate returns to duty. Whenever possible, RTDs go to their old unit. The replacement cell coordinates with materiel managers to ensure crews are available when required.
- **Casualty reporting.** The personnel element of the RTF assists the attrited unit with casualty reporting as required. It coordinates with the medical element, the supporting personnel service company, and the mortuary affairs element to reconcile records.
- **Postal support.** The RTF coordinates with the DS postal element to ensure delivery and dispatch of personal and official mail. The system may also deliver critical spare parts, medical supplies, and other vital items.
- **Morale, welfare, and recreation.** MWR is critical to the human dimension of regeneration. It can be significant in relieving combat stress. The RTF should provide books, magazines, and newspapers; craft activities; and USO shows whenever they are available. If nothing else, it should erect a tent and designate it as a quiet place for soldiers to write letters and read. Group activities also enhance the cohesion, teamwork, and esprit of newly rebuilt units. The RTF should provide sports equipment. Priority should be to active group sports that soldiers played at home. Examples include basketball, softball, and soccer.
- **Finance support.** Designated finance support teams provide support in the regeneration site. The FST provides support in two areas—contract and support activities and direct pay services. Contract and support activities involve the finance support for contracting agents of the RTF to acquire locally available supplies, services, and transportation. Direct pay services to individual soldiers include combat payments and provision of allotments, check cashing, and financial advice and guidance as required.
- **Legal support.** There are seven areas of legal support, and regeneration may involve any of these. However, the two that apply to most regenerations are operational law and contract law. In the area of operational law, replacements should clearly understand the theater rules of engagement to prevent any possibility of illegal action or war crimes. The commander may also need legal guidance in developing OPLANs for future operations. Contract law requirements include coordination with contracting officers in the regeneration site. Legal specialists review their work to protect the interests of the US government. The legal support element may also have to work with civil affairs personnel, particularly in regard to handling dislocated civilians in the area. The other areas of legal support are international law, administrative law, criminal law, and legal assistance. In these areas, required support is likely to be similar to support in normal circumstances.
- **Religious support.** Chaplains are important to the management of battle fatigue/combat stress cases and assist in the speedy return to full capability of surviving soldiers. They provide pastoral counseling and battle fatigue pastoral care to the attrited unit. They provide rites, sacraments, ordinances, and worship services. They also perform services to honor the dead and advise the commander on unit cohesion and morale. The organic unit ministry team of the

attrited unit normally provides primary support. Other UMTs may also provide support.

- **Public affairs support.** Current battle information, messages from the commander, and newspapers and radio broadcasts help soldiers of the attrited unit adjust more quickly. Any news contact with families at home also helps. Public affairs channels may pass family support group news to the unit. Public affairs personnel also help regulate news flowing out from the regeneration site. They advise the commander on the release of information concerning the regeneration by balancing the sometimes opposing aspects of the public's right to know and operational security.

Health Service Support

The HSS system is oriented on returning soldiers to duty as the most efficient way of maximizing the number of trained, combat hardened soldiers to the attrited unit. Medical personnel identify RTD patients as early in the evacuation chain as possible. They start well before movement to the regeneration site. Ambulances evacuate patients to the medical treatment facility in the regeneration site if the triage process determines the facility has the capability to return the patient to duty within the preestablished time frame. If it cannot, ambulances evacuate patients to an MTF with that capability. Medical personnel evacuate non-RTD patients rapidly to hospitals by limiting surgery to saving life and limb, preventing infection, and stabilizing the patient before evacuation. This allows medical personnel in the RTF time to treat RTD patients in support of the regeneration process.

When the attrited unit arrives at the regeneration site, the unit surgeon meets with the medical representative on the RTF (if they have not already met at the link-up point). They exchange information and finalize coordination procedures for use during the regeneration. At the site, the RTF relieves unit medical personnel from their normal treatment and support roles. The HSS element of the RTF is responsible for sick call, patient decontamination, emergency treatment, and evacuation. Though this element varies with the situation, it is likely to include treatment elements, a combat stress control team or company, a preventive medicine team, and ground and air ambulances. After a suitable recovery period for the medical elements of the attrited unit, the medical element of the RTF integrates them into the HSS operations of the regeneration. They begin with light duty and training new personnel.

The goal of medical efforts in the regeneration site is to maximize RTDs. Medical personnel coordinate RTDs with the personnel element of the RTF to ensure accurate casualty reporting and appropriate reassignment. As much as possible, soldiers return to their old unit. The personnel element of the RTF coordinates with the Class II supply point and MTF to ensure RTDs are reequipped. They may require organizational clothing and individual equipment, individual weapons, and chemical protective equipment before being sent to units. This effort requires extensive planning and manpower.

A critical area in regeneration HSS is combat stress control. The extent of support required depends largely on the effectiveness of the unit's prevention program. Without a good program, planners can expect one battle fatigue casualty for every three to five wounded in action or even a one-to-one ratio in heavy fighting under adverse conditions at company level and below. Active prevention programs that promote unit cohesion, realistic training, and effective leadership can reduce the ratio below one to ten. The commander is responsible for the program. However, the NCO chain and the organic or supporting medical element do most of the implementation.

Even with the best prevention program, however, combat stress is likely to be a major factor in units attrited so severely that they require regeneration. In highly mobile warfare, soldiers often continue to function while on the move, perhaps with some impairment. However, many develop disabling battle fatigue symptoms after they have withdrawn to a safe area and before they return to battle. Battle fatigue casualties have symptoms so pronounced that they need treatment at a medical facility. Mild and moderate cases may render many more soldiers impaired and even combat ineffective but not require the soldier to move to the medical facility. Such cases recover best when they stay with their units or as close to them as possible.

The CSC element of the RTF helps veteran and new unit leaders conduct "combat debriefings" at the small unit level. These debriefings reestablish mutual confidence and cohesion. During these meetings, CSC personnel identify soldiers who show more serious signs of battle fatigue and provide more individual or group treatment as needed. By treating the entire unit, CSC personnel can restore most soldiers to effectiveness without having to label and separate them from their buddies or evacuate them to medical facilities. CSC

elements can also help commanders assess unit morale and cohesion. They can provide educational programs to deal with special problems such as continuous operations, NBC conditions, and unconventional warfare. Finally, CSC personnel coordinate with support agencies to resolve soldier problems at home. Such problems may contribute to the stress problem.

Other Soldier Sustainment Functions

The RTF provides other functions to sustain the soldier during regeneration early in the process. The discussion of receipt of the attrited unit in the regeneration site above covers most of these services. Whenever possible, mortuary affairs and CEB units should accompany the RTF advance party. They establish points in the regeneration site to begin services soon after arrival of the attrited unit. The mortuary affairs point should not be near the CEB point or any other morale-building activity. Planners should not underrate the morale value of clean clothes and a hot shower.

The advance party of the RTF should also include elements of the supply company and water unit of the RTF. They set up a Class I/VI point, a Class II point, and a water point in the regeneration site. The food service element should be able to prepare A Rations whenever possible. If the capability does not exist in the theater, the RTF should at least be able to prepare B or T Rations soon after the unit arrives. It continues to feed the unit until the unit is ready to feed itself. The Class I point also handles sundry packs and Class VI items, if available, and MREs to replenish the unit basic load. Meanwhile, the first Class II stocks brought to the regeneration site are chemical defense equipment, if required, and replacements for lost and damaged individual and organizational clothing and equipment. The supply system uses preplanned push packages whenever possible. The water point, located near the Class I point if possible, conducts normal water purification, storage, and issue operations.

MOVE

Movement responsibilities in regeneration are the same as in normal operations. The transportation system should efficiently and effectively move units, individuals, supplies, and equipment in and out of the regeneration site in accordance with the commander's priorities. Transportation differences in a regeneration involve the priorities given to the attrited unit, the urgency of support requirements, and the support relationships between the transportation elements and the attrited unit.

For division elements, the movement control office and division transportation officer take part in the transportation planning, though EAD units provide transportation support. The MCO identifies requirements (including those for HETs), plans movement of the attrited unit to the regeneration site, and arranges necessary highway clearances.

Within the regeneration site there is an MCT as identified in the corps or theater army reconstitution SOP. The MCT is the critical link among the MCC, mode operator, shipper, and receiver. A truck unit may also be OPCON to the RTF to provide direct support. This direct support relationship is one of the unusual characteristics of CSS in a regeneration. It may involve restricting support to other units. It therefore requires commanders and transportation managers to make the kind of trade-off decision they continually make to allocate assets. They should consider the fact, as previously noted, that the attrited unit does not require support forward.

The MCT tasks the transportation system to provide support for movements within the regeneration site and for outbound movements. It also clears inbound personnel and cargo and plans and coordinates onward movements of the unit once regeneration is complete. If the transportation management system permits, the MCT also maintains liaison with host or allied nation transportation activities.

The RTF commander and operations element set priorities for the movement of cargo and personnel based primarily on guidance from the commander directing the regeneration. The MCT tasks the transportation system to provide support in accordance with these priorities. If the RTF transportation assets cannot meet a requirement, the MCT requests support through its normal channels.

ARM

If the unit does not require decontamination, it rearms on its way to the site. It draws just enough ammunition to safely get to the site. This probably involves a stop at its supporting ATP or another ATP or ASP. Soldiers should also remove suspect ammunition from the weapon systems. However, this may be difficult since no one capable of evaluating ammunition is normally stationed forward. The team sent forward to link up with the attrited unit may include an ammunition quality assurance inspector if the situation requires one and one is available.

If the attrited unit is a division unit, there should be a coordinated effort among the DAO, COSCOM MMC, and the MCC to redirect stocks headed to the ATP supporting the unit. The DAO typically requests the COSCOM MMC to redirect stocks to other ATPs or ASPs. If the commander is removing a brigade with its associated FSB (including its ATP) from combat, the DAO notifies the other customers of that ATP (for example, cavalry and aviation elements) where they should now go to get ammunition. If the ATP pulls back with the brigade, it does not move the stocks with it. The DAO coordinates for tractors to move the loaded trailers to most effectively redistribute the ammunition to other ATPs.

At the regeneration site, the RTF includes an element from a supporting ammunition company. Ideally, this element should come from the DS ammunition company in habitual support of the regenerating unit. However, METT-T factors may preclude this type of support. The headquarters directing the regeneration determines which unit provides support and the level of support it provides. In making this decision, planners should consider the amount of stocks to be received, stored, and issued for the regeneration site, the amount of MHE required to conduct this mission, and the fact that ammunition units are only 50 percent mobile with organic vehicles. Unit and MHE team capabilities and structures are in FM 9-6. It is not likely that planners would organize an entire new ASP to support a regeneration. However, stocks should be available for area defense, training, and UBL replenishment. If either a CSA or ASP is near the regeneration site, it could provide close area support to the operation. The Class V management representative of the RTF coordinates with the echelon MMC ammunition manager to have ammunition stocks shipped from a designated supply point or CSA. As necessary, he also coordinates turn-ins of stocks from units standing down.

A soldier highly skilled in ammunition inspection should also be available. His role is to evaluate the ammunition in the surviving weapon systems of the attrited unit.

FIX

The fixing aspect of the regeneration effort includes both the replacement of equipment and the maintenance activities to return unserviceable items to serviceability. The maintenance actions include the following tasks:

- Establishing repair priorities.
- Identifying degree of maintenance to be performed.
- Identifying parts needed.
- Obtaining repair parts through the Class IX system (including lateral search) and through controlled substitution, cannibalization, and fabrication.
- Repairing vehicles/equipment.
- Coordinating movement of parts to repair site.
- Coordinating transportation (including HET) needs.
- Coordinating reinforcing maintenance support.
- Providing periodic maintenance status reports.

Maintenance requirements for a regeneration can vary dramatically based on several factors. These include the—

- Level of regeneration required (the current equipment status of the unit compared to the goals for the unit).
- Commitment of maintenance units, commonly referred to as work load or backlog, needed to sustain the remainder of the supported forces.
- Availability of repair parts.
- Availability of replacement equipment.
- Availability of maintenance personnel, tools, and test equipment.
- Location (position of units with respect to the overall battlefield, the regeneration site, sources of supplies, and other maintenance units).

The role of the RTF in the fixing effort requires close coordination among the supply and maintenance units, the designated materiel managers, and the personnel replacement element. It is a concentrated, centralized, and intensely managed action. The RTF recovers, repairs, and returns inoperable and battle-damaged equipment to the battle. It replaces critical equipment that it cannot repair and return to the unit within the time limitations set by the commander. Units undergoing regeneration may receive priority of effort and resources. Emphasis is on replacing and repairing end items and major components.

Initial maintenance efforts are assessment of damage and establishment of priorities for recovery, repair, and cannibalization. The organic unit maintainers in the attrited unit, with help from the RTF as required at the

link-up point, use battle damage assessments as a basis for immediate battlefield repairs. Such repairs include cross-leveling and the use of expedient repairs which restore capability or at least enable equipment to move to a collection point. Unit maintainers also concentrate on recovery of items to the regeneration site. The unit often needs help in recovering its disabled equipment. If help is not available through the unit's normal channels, the RTF should be ready to provide recovery assets.

RTF maintenance elements support on a repair and return-to-user basis. Repair of end items depends on the replacement of unserviceable components. The RTF elements repair most reparable components. RTF maintenance and transportation elements arrange to evacuate end items beyond the repair capability of the unit to supporting units. Supply managers requisition replacement items through supply channels.

Expediting these requisitions requires the coordination mentioned above among supply and maintenance units and materiel managers. Prompt delivery also requires close coordination with movement managers. Whenever possible, the regenerating unit should have priority for theater war reserve stocks. A heavy materiel supply company in the TAACOM or COSCOM reprocesses end items from these reserve stocks at or near the stockage site. Items should be at a low level of preservation so the company can make them ready for issue within a few hours, not the several days required to deprocess them from Level A storage. Movement managers use rail as much as possible to move major end items to the regeneration site. If rail is not available, they use low-boys, S&P trailers, and HETs. The Class VII issue point in the regeneration site is at the site's hub. Maintenance and personnel replacement elements are located nearby whenever possible to facilitate coordination to build crewed systems.

The RTF may use weapon systems managers to oversee this process. Managers typically come from the RTF materiel management element. They coordinate activity among the supply point, maintenance activity, replacement element, and the attrited unit. They notify all concerned when apiece of equipment is to arrive in the regeneration site or return from the maintenance system. The supply unit receives the equipment. The replacement element works with the unit to assemble a crew for the equipment. The maintenance element conducts the required system checks with the crew.

In addition to replacing and repairing major systems, the RTF should also focus on providing, obtaining, and recovering items needed to make a complete system. These include radios, basic-issue items, installation kits, thermal sights, communications security devices, and machine guns. Further, since the RTF uses all available sources of repair parts, it recovers serviceable components and repair parts by using controlled substitution and cannibalization whenever possible.

For parts they do not have in DS stocks and cannot obtain through the means described above, RTF maintenance units send requests to the MMC element. The supporting GS repair parts supply company normally supplies parts directly to the RTF maintenance unit. Repair parts requisitioned from the NICP are shipped directly to the RTF unit if that unit is a designated ALOC unit. These shipments are normally by air to the POD nearest the requesting unit.

Any type of reconstitution requiring aircraft maintenance involves AVIM companies. The design, training, and equipment of the division and nondivisional AVIM companies allow them to effectively support reconstitution. AVIM units include forward support platoons which can break down into teams as needed. These platoons can go forward on the battlefield via organic air or ground assets. They provide a sorting service in the forward area. Trained assessors assigned to the teams examine the condition of the aircraft and determine their airworthiness. The immediate goals are to guarantee that the aircraft are fit to return to battle, document any restrictions or time limits to be observed, and return them to the control of the operator. The next step in the system is to perform expedient battle damage repairs needed to get the remaining damaged aircraft back into operation. Using BDAR kits and procedures, the forward support team can provide shop-comparable repairs on site in the forward areas. If the team cannot repair and put an aircraft back into the fight, it brings it to a flyable condition, if possible, and sends it to a rear maintenance facility. FM 1-500 discusses BDAR techniques for aircraft.

If personnel cannot return an aircraft to a flyable status, it is either recovered or evacuated to the rear. To do this, AVIM elements require support through supporting MMC and movement control channels. The DISCOM/COSCOM/TAACOM should identify ground and air assets (to include MHE) to help in this

effort. AVIM units cannot move the quantities and types of aircraft involved in such an operation.

The division AVIM unit can normally accomplish the AVIM for immediate reorganization of elements of the division aviation brigade. The DMMC requests additional support from nondivisional AVIM for any requirements beyond the division AVIM's capability. Forward support teams from the corps go forward to assist. Deliberate reorganization, on the other hand, is a joint division/nondivisional AVIM effort. The most efficient method is to move reorganizing units near the division AVIM. This facilitates the concentration of resources and allows for continuity of support to the other customers.

Regeneration of aviation units is a mission of the nondivisional AVIM battalion. The scale and intensity of the operation would overwhelm the division AVIM unit and force it to limit or cease its support to remaining customers. Planners should also consider that prepositioned war reserve stocks are not available for aircraft replacements.

Whenever possible, planners should locate the regeneration site at or near an AVIM facility if the regeneration involves significant numbers of aircraft. The AVIM unit, which lacks mobility, not only repairs unserviceable items, but also prepares any equipment coming in from the supply system. The time required to move an AVIM unit to a regeneration site is not likely to be available. The rapid turnaround of aircraft from a fully functioning AVIM facility would probably justify moving other RTF elements to the AVIM site.

FUEL

If conditions require fuel allocations, the materiel managers of the RTF work with the supporting MMC to get instructions for the regeneration effort from corps or TA. They also coordinate with the movement control element and provide prioritized shipping instructions to the petroleum supply unit for direct shipment of fuel to the attrited unit or the DS petroleum activity of the RTF. The MMC can divert products moving from GS stocks to meet needs. It submits the consolidated requirements to the TAMMC, SAPO, or JPO as appropriate.

The petroleum battalion or the petroleum group may ship bulk fuel by bulk carriers to the RTF. The transportation medium truck company (petroleum), petroleum supply battalion, delivers fuel to the supply points that RTF petroleum supply units operate in the regeneration site. The RTF may set up refuel-on-the-move sites at both the regeneration site itself and the link-up point on the unit line of march to the site.

TRAINING OF THE REGENERATED UNIT

To raise the newly regenerated unit to a specified level of combat effectiveness requires training. The training program depends on the—

- Time available.
- Combat effectiveness goal.
- Number of replacements involved.
- Level of training of survivors and replacements.
- Use of any nonlike replacement items.
- Size and location of the regeneration site.
- Tactical situation.

Less tangible but equally important factors include the status of unit leadership, cohesion, and the nature of expected future missions. History suggests that the newly regenerated unit must have a mission on which to focus for the regeneration to be successful. The training program should focus on the essential collective tasks to perform future missions and the individual skills associated with those tasks. It also takes into account the training needs identified during the assessment process.

The training principles in FMs 25-100 and 25-101 apply in this situation. However, training in regeneration typically involves severe time constraints. This requires that the RTF and the unit carefully plan training. They set priorities by focusing on the most critical tasks the unit must perform as part of its upcoming mission. The unit needs to have all doctrine required to train. This may include field manuals, training circulars, mission training plans, drill books, and soldier manuals. The leaders within the attrited unit should be deeply involved in the training. The RTF should include trainers to help as necessary with individual and crew/squad training. The RTF should also provide all other resources required for training. For example, it ensures there is adequate ammunition to support the training program.

In the early stages of the regeneration, while surviving personnel rest and recuperate, the personnel cell of

the RTF processes replacement soldiers. It orients them to the unit and provides initial training in the positions they will eventually fill. The RTF materiel managers should help the unit mesh this training with equipment maintenance needs. This helps both the training program and the maintenance effort of the RTF.

As unit veterans continue to rest, the RTF personnel element and the attrited unit leaders should integrate replacements with the veterans into subunits to begin to develop cohesion. They link these subunits with operational equipment to prepare for unit training. If possible, they reunite surviving personnel and equipment to develop cohesion and confidence.

As subunits expand through this process, they move to the training area that the RTF training element operates. There they perform multiechelon training and prepare for the next mission. Within the guidelines and priorities set by the commander, training emphasizes collective tasks of squads, teams, and crews, and low-density, technical duties to foster cohesion and teamwork. Training should progress from squads, teams, and crews to the highest level that available time, space, and resources permit. Commanders should give the unit low-risk security missions when ready. This builds confidence and cohesion, while also contributing to the overall mission.

While units train at each level, staffs and commanders train (time allowing) to develop their own teamwork and cohesion. At the same time, they should reestablish SOPs for the newly regenerated unit. The unit leadership should take control for the training as soon as possible. This improves cohesion and leadership as well as strengthening command and control of the unit.

The RTF also helps the unit commander assess the progress of the unit as it trains. The assessment element makes the final determination as to if and when the unit has met the combat effectiveness goals. It maintains contact with the commander directing the regeneration to keep him apprised of the status of the unit.

REGENERATION OF CS AND CSS UNITS

Candidates for regeneration are not limited to tactical fighting units. Combat support and CSS units contribute to the synergistic whole of combat power. With long-range artillery, deep air interdiction, and unconventional units operating in rear areas, CS and CSS units have as much chance to be destroyed as infantry, armor, and cavalry units.

Regeneration of CS and CSS units involves unique problems. Such units typically rely on low-density, high-technology skills and equipment. Replacements for soldiers with these skills and the equipment they use are difficult to come by. However, a dire need for these types of soldiers and equipment maybe just as crippling as a need for tankers and tanks. Regeneration of a multifunctional CSS unit is particularly difficult. Considerations include both the ones for low-density, high-technology elements listed below and those discussed earlier for reestablishing the chain of command.

This discussion highlights some specific considerations, problems, and possible directions for solutions for regeneration of selected low-density units.

MAINTENANCE

Maintenance considerations include both maintenance concerns for the regeneration of all types of CS and CSS units and considerations for regeneration of maintenance units.

Maintenance Considerations for Regeneration of CS and CSS Units

Regeneration of a CS or CSS unit can present unique maintenance problems. If the affected unit has low-density equipment, obtaining repair parts and skilled mechanics presents the primary challenge. Repairs may require parts fabrication, a process which is normally manpower intensive. Regeneration of certain support units may be beyond the capability of division and corps maintenance units. This is especially true if the unit mission involves tools and test equipment that are not reparable at DS level.

Regeneration of a Maintenance Unit

Some of the considerations for regeneration of a maintenance unit are as follows:

- **Personnel.** Low-density MOSs, such as those in maintenance units, are harder for the replacement system to provide. If the system does not replace critical skills, the capability of the maintenance system to repair and return items to users decreases. This degradation affects the supply and transportation systems in the efforts to compensate for the

loss. Cross-training may provide limited support survivability.

- **Supply.** Tools, test equipment, shop equipment, and low-density vehicles are also difficult to replace. In addition, partial destruction of a maintenance unit could involve loss of larger stocks of supplies such as ASL, major assemblies, and reparable assets. Such a loss could create a substantial supply interruption.
- **Command.** Loss of maintenance capability could adversely affect the total force supported in several ways. It could affect force employment options and cause changes in supply stockages and repair authorizations at lower levels. It may also reduce the commander's ability to reconstitute other units. Also, determination of a maintenance unit's effectiveness is difficult.

MEDICAL

At the division level and below, the medical force is built around medical modules. The modular design allows medical managers to tailor, augment, reinforce, or reconstitute medical elements on the battlefield in areas of most critical need. These modules focus on casualty assessment and collection, treatment, evacuation, and initial emergency surgery. A specific module is identical in design and structure regardless of the type of unit it is in. This design facilitates reconstitution of medical units. Commanders may replace a module with one from another unit. The modules are the—

- Combat medic.
- Ambulance squad.
- Treatment squad.
- Area support squad.
- Patient-holding squad.

The medical detachment, surgical, and the surgical squad support these modules. Their mission is to provide early intervening and resuscitative surgery for seriously wounded casualties who could not survive the long evacuation to a corps hospital. Commanders employ them as needed within the corps. They may also augment division medical companies.

Hospitals at corps and EAC levels include modules to allow regeneration. These modules may also deploy to forward areas to augment existing medical elements.

Regeneration of medical units using modules from a higher echelon is a temporary measure. Once the PSS system provides a replacement module, the module from the higher echelon returns to its parent unit.

AMMUNITION

Several specific considerations apply to ammunition support units due to their organizations and disposition. Some of these are discussed below.

A corps DS ammunition company fields up to three ASPs either in or right behind a division rear area. If an ASP is destroyed or degraded, the loss includes Class V stocks for the division and, more critically, ammunition lift and the capability to receive, store, and issue stocks. ADS company may be able to reorganize an ASP using resources from its other ASPs or assets from other DS or GS units in the corps. However, managers should consider the associated degradation of support to the losing units.

The loss or massive degradation of a GS company operating a large corps or theater storage area may not be immediately felt at the tactical level of the battlefield. However, this loss may cripple or greatly limit the operational battle. Not only should the command immediately bring this unit to an operational level, it should also rapidly recover visibility of stocks and get them into the distribution loop. This is essential due to the limited amount of Class V stocks forward in the division area.

An ammunition unit requires highly trained specialists intimately familiar with the characteristics of Class V items, safety, quantity/distance and compatibility requirements. Other specialists include MHE operators, truck drivers, Class V surveillance and inspection specialists, and highly skilled stock control specialists fluent in the SAAS and associated hardware.

If an ammunition unit or storage site is destroyed, there is likely to be a considerable amount of ordnance that is not destroyed but is scattered and in a highly unstable state. Personnel must evacuate the site. Also, if METT-T conditions require, EOD personnel clear the site of unexploded ordnance.

The loss of an ammunition site could involve considerable trauma to the personnel in the area if there is sympathetic detonation of stored stocks. Survivors may have witnessed multiple extreme explosions and massive death and destruction comparable to a combat unit receiving intensive long-term artillery and aerial bombardment. Medical personnel should assess the immediate and long-term effects of this type of trauma.

They treat personnel and evaluate them to ensure complete recovery.

Ammunition units require considerable amounts of highly specialized MHE, tools, and materials to conduct Class V missions. If these items are lost, no amount of personnel can bring the unit up to operational effectiveness. An ammunition unit without forklifts, cranes, and other MHE is comparable to a tank unit without its missiles. Unit capability is a balance of personnel, equipment, training, supplies, and technically competent leadership. Personnel familiar with Class V unit operations should assess this type of unit.

Appendix A

Reconstitution in the AirLand Operations Concept

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DETECTION/PREPARATION A-1
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THE AIRLAND OPERATIONS CONCEPT

The Army is currently developing AirLand Battle further to guide its evolution through the multipolar world of the 1990s and beyond. TRADOC Pam 525-5 is one in a series of concepts that describe how the various levels of command will conduct future combat, CS, CSS operations during war, conflict, and peacetime competition. This appendix summarizes key points related to reconstitution from that concept.

One key point is that force reconstitution under this concept has a different meaning than reconstitution in current doctrine as discussed in the main text of this manual. The key to the current doctrinal term is the status of the supported unit. Reconstitution occurs when a unit is combat ineffective or when a commander can shift internal assets to increase effectiveness closer to the desired level. The ALO concept term relates to a sequence of events. Under the concept, force reconstitution is one of the four stages that characterize nonlinear combat operations at the operational level. The stages are—

- Detection / preparation.
- Establishing conditions for decisive operations.
- Decisive operations.
- Force reconstitution.

These stages are at first sequential. However, once initiated, they overlap. Since this is a reconstitution manual, this appendix only briefly summarizes the first three stages. It discusses the fourth stage in more detail. However, as with current doctrine, CSS actions occur during all stages of operations.

DETECTION/PREPARATION

This stage includes activities to deploy the force, prepare the battlefield, and protect the force. The operational commander determines what is necessary for decisive operations and decides on a plan.

ESTABLISHING THE CONDITIONS FOR DECISIVE OPERATIONS

In this stage, the commander establishes conditions that lead to decisive operations. He must grab the initiative early in this stage and control the entire battle from this stage forward. Major elements include the following:

- Shaping of the battlefield by fires.
- Positioning of maneuver and CSS assets.
- Conducting deception operations and maintaining operational security.

DECISIVE OPERATIONS

The focus of this stage is on culminating the effort of previous stages with tactical and operational decisions. The key is allocating appropriate maneuver, intelligence, and security forces and fires to ensure decisive success. At the same time, forces begin secondary planning, collecting, targeting, and attacking activities for subsequent operations.

FORCE RECONSTITUTION

Having depleted some of his operational capability while conducting decisive operations, the commander reconstitutes his forces. The purpose of force reconstitution is to restore optimum combat power given considerations of METT-T and available CSS resources. Force reconstitution spans activities from normal *sustainment* (rearm, refuel, recover, repair, and replace) through *reorganization* and *regeneration* to *redeployment*.

The first key action after decisive operations will be to disperse the force. The unit establishes security to facilitate future. mission actions and appropriate force reconstitution.

Maintenance of combat power and force agility depends on anticipatory, real-time CSS during all stages of operations. Application of technological advances in automation and communications will be key. They will provide real-time visibility of tailored, seamless logistics in motion within the tactical and operational situation.

The CSS portion of the concept envisions unweighting selected echelons. Maneuver commanders are unburdened logistically. They can better focus on the joint and combined arms fight.

The AirLand Operations concept also envisions that successful, well-executed earlier stages reduce catastrophic destruction of forces. A well-trained force, with competent leadership, using superior weapons with range advantage, integrated in joint and combined operations, planned and guided by responsive intelligence, and focused on a properly conditioned enemy force will be overwhelming and successful. Major consumption is likely in fuel, ammunition, and rations. Ideally, forces will avoid heavy attrition. This will limit force reconstitution needs to sustainment and possibly reorganization. At the tactical level, some combat elements will likely require regeneration. However, anticipation, planning, and execution of regeneration is normally at the operational level.

The concept has evolved from current doctrine and designates force reconstitution as the fourth stage of operations. However, many of the principles and techniques related to restoring a unit to combat effectiveness are not radically different from those in the text of this manual. Below are brief discussions of some key terms. They tie in closely with current doctrine. However, the units and resources available will change under the concept. So will some of the CSS principles involved, such as dependence on unit distribution.

SUSTAINMENT

CSS to sustain units will involve the same types of supplies and services as under current doctrine. However, the system to provide them will differ. At the tactical level, sustainment will involve—

- Unit distribution of critical CSS resources. These will likely include fuel, ammunition, water, rations, and personnel replacements.
- Provision of essential recovery support.
- Responsive repair support.
- Timely evacuation of equipment and medical evacuation of casualties.

Continuity of support will depend on two concepts. Planners will integrate and synchronize support with the tactical commander's intent and concept of operation as they do currently. Support will also involve a seamless logistics system extending through the operational level to the strategic level. The aim of sustainment is to provide the commander the freedom of action to execute his plan throughout the operational cycle. Its criticality, however, culminates during force reconstitution. Sustainment integrates the flow of resources from CONUS, theater reserves, HNS, and US or local contract assets.

REORGANIZATION

Even under near optimum conditions, commanders may need to reorganize. As with current doctrine, this is a routine command function at the tactical level. Reorganization is within the capability of the commander directing it. CSS operations of organic or habitually associated support units will normally supplement

reorganization. Except for the fact that this process is embedded as part of the fourth stage of operations, the nature of reorganization is consistent with current doctrine. The commander will assess his unit as he does now. He will use the same considerations. He will also use the same techniques. These include cross-leveling assets and matching operational weapons with crews.

REGENERATION

Extraordinary or catastrophic actions, possibly caused by weapons of mass destruction, may require force reconstitution efforts beyond normal sustainment and reorganization. A command decision at the operational level will trigger regeneration. Regeneration requires resources and synchronization actions beyond the capability of the force undergoing regeneration. Planners should integrate the location, timing, and extent with the operational commander's intent and concept of operations, as well as the CSS capability. Regeneration will focus on weapon system replacement operations. Because regeneration builds on a surviving force, sustainment operations will also occur during regeneration. The regenerated tactical force may require some crew reorganization and hasty training to achieve combat readiness.

This concept is consistent with current doctrine except that regeneration is an inherent part of the operational cycle. However, the principles in the text will still largely apply. Many of the techniques can also be adapted to fit the situation. The recovery area on the nonlinear battlefield may not be in the rear area. However, it still should be relatively secure.

REDEPLOYMENT

The successful AirLand Operations campaign will result in destruction of the enemy's center of gravity. It will attain strategic military objectives. As the need for to maintain the full forward deployed force abates, redeployment considerations increase. The goal of redeployment operations is to reestablish the strategic military, economic, and cultural posture of the US. Several factors will drive redeployment. These include the following:

- Redefined world threats.
- Revised national military strategy.
- Demobilization decisions.
- The nature of current contingency needs.

The supported CINC's concept, priorities, and needs remain significant. At the strategic and national political level, redeployment triggers reestablishment of national military power projection capability it better postures the US Army to continue its strategic mission.

Appendix B
Template for a Standing Operating Procedure

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Standing Operating Procedures--Reconstitution

1. GENERAL

a. Purpose. The reconstitution SOP prescribes guidance and assigns responsibilities for accomplishing reconstitution of attrited units. Details for a particular OPLAN are published in the body of the OPLAN as well as the service support annex of that plan or a separate service support plan.

b. Scope. The SOP applies to all elements of the command when performing reconstitution actions. Commanders modify it where necessary to fit the tactical situation.

c. Overview. Units should understand what reconstitution is and how it fits into the unit's overall operations. Reconstitution is defined as extraordinary actions that commanders plan for and implement to restore a unit to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. It transcends normal day-to-day force sustainment actions. It may include removing the unit from combat, unit assessment, reestablishing the chain of command, and training the unit for future operations. Reconstitution is a total process with the major elements being reorganization, assessment, and regeneration, in that order. This SOP template concentrates on regeneration.

2. COMMAND AND CONTROL

a. Organization. This part of the SOP covers the organizations involved in a regeneration at this command level. It should address the--

(1) Unit being regenerated--The SOP should cover the types of units this organization may be involved in regenerating.

(2) RTF--It should identify a generic structure for an RTF with significant differences for particular types of units the organization may regenerate.

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b. Internal Command. Internal command of the unit being regenerated remains with the unit whenever possible. The SOP should stipulate how the RTF determines if a viable chain of command exists. Assessment of the unit's internal chain of command includes the following:

(1) Percent fill of command positions (listing of key command positions versus casualties of same).

(2) Command assessment of percent fill required for combat effectiveness.

(3) Assessment of key NCO leadership positions.

c. External Command. If the unit is physically removed from its higher headquarters area of responsibility, the external command of the unit transfers to the next appropriate headquarters as identified in the SOP. Otherwise, command of the unit being regenerated remains with its own headquarters.

d. RTF. The SOP should clearly give the RTF control of the regeneration process including helping assess unit effectiveness, reestablishing command and control, receiving and issuing all required materiel, receiving and allocating all personnel, maintenance of equipment, and managing the unit's training.

3. ORDERS AND PLANS

a. Required Coverage. This part of the SOP covers the orders and plans that must address reconstitution operations. They include the OPLANs/OPORDs and the service support annexes to OPLANs/OPORDs or service support plans.

b. OPLANs/OPORDs. The SOP should require the OPLAN for a specific mission to include a concept for reconstitution. If planners anticipate regeneration, then the unit may draft a separate OPLAN to execute regeneration. The OPLAN includes a separate service support annex or service support plan. The plan is based on the following:

(1) Unit's current condition.

(2) Assigned mission.

(3) Expected casualties, equipment losses, and battlefield situations.

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(4) Method of assessment.

(5) Regeneration guidance provided by higher headquarters.

(6) Availability of personnel and resources.

(7) Unit training requirements.

(8) Anticipated future missions.

(9) NBC conditions.

The plan provides for the coordinated action required to carry out a regeneration operation based on the commander's decision. By continuing estimates, analyses, and studies within the overall planning process, planners change, refine, and keep current the regeneration plan. When it becomes time to conduct a regeneration operation, they transform the plan into an OPORD with the inclusion of any additional facts and the time for execution.

c. Service Support Plan. This paragraph gives planners guidance on how to go about writing the service support plan for a reconstitution operation. Planners use standard planning factors and formats from such sources as FM 101-10-1/2, when computing the CSS requirements. The SOP should also identify any available automated logistics programs which have been developed to help planners quickly and accurately calculate requirements for specific situations. The service support plan is based on the following guidance:

(1) Projected strength of the unit.

(2) Minimum/maximum time available.

(3) Theater reserve stocks available.

(4) Materiel and services support plan to include available HNS.

(5) Road movement policy and military police support.

(6) Reinforcement/replacement plan.

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(7) Possible regeneration sites.

(8) Medical evacuation and hospitalization plan.

(9) CS and CSS available.

4. COORDINATION OF REGENERATION OPERATIONS

a. General. This part of the SOP covers the elements involved in ensuring synchronization of the activities of all units participating in a regeneration. The elements include the decision, execution sequence, priorities, and responsibilities.

b. Decision. The commander and his staff decide whether, how, and how much to regenerate a unit. The SOP should designate the role of the staff and any subordinate units in providing input to the decision. In general, regeneration is carried out when a unit becomes combat ineffective for its mission. Planners may include indicators of combat effectiveness and status of C2 here or as an annex.

c. Execution Sequence. This paragraph gives units the basic steps they typically follow to perform regeneration. The units may conduct regeneration in three phases with an additional preparatory phase. A summary of the phases is as follows:

(1) Preparatory Phase. The staff prepares a draft reconstitution plan. This includes a proposed RTF (an annex gives guidance) and possible sites (another annex presents a checklist).

(2) Phase 1. The commander decides to regenerate the candidate unit, and the staff issues the plan as an OPORD. The advance party of the RTF deploys to and begins to establish the regeneration site. The RTF begins the assessment and development of requirements. The SOP includes an annex which gives a proposed composition of the advance party.

(3) Phase 2. The RTF main body arrives at the site and begins to reestablish command and control and the regeneration CSS functions.

(4) Phase 3. The RTF assists with training and carries out the combat effectiveness evaluation. Training considerations are in an annex of the SOP. The unit returns to operations, and the rear party of the RTF closes the site.

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cl. Priorities. The commander and his staff determine priorities based on the tactical situation. Priorities include the order in which regeneration will occur. The SOP also designates the priorities for types of support. The following is an example of a list of the priorities for supply:

(1) Classes VII, III, and V.

(2) Classes VIII and IX.

(3) Classes II and I and water.

(4) Other classes as required.

e. Responsibilities. Reconstitution decisions belong to the commander. Generic responsibilities are in Chapter 2 of the main text of this manual. SOPs should assign responsibilities to specific positions within the unit. These positions include personnel, operations, and logistics staff officers as well as specialist positions such as engineer, signal, MP, chemical, and civil affairs officers.

5. ELEMENTS OF THE REGENERATION PROCESS

a. General. This part of the SOP covers the major elements of the regeneration process including decontamination, assessment, reestablishing command and control, providing CSS, and training.

b. Decontamination. The SOP tells how contaminated units or parts of units are identified, segregated, and sent on different routes to the regeneration site. It also identifies what chemical units are responsible to decontaminate vehicles and other equipment. The unit being regenerated is responsible for personnel decontamination. The RTF may need to provide additional resources to support personnel decontamination due to unit attrition. Decontamination occurs before personnel and equipment enter the regeneration site.

c. Assessment. This section outlines the procedures the assessment element uses to assist the unit commander with a detailed analysis to determine losses and remaining capabilities. An annex of the SOP gives an assessment checklist. The assessment looks at the following five major categories:

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(1) Command and control.

(2) Personnel.

(3) Equipment.

(4) supply.

(5) Training.

The assessment results, coordinated with the attrited unit commander, go to the directing headquarters which decides to conduct regeneration or to use required resources elsewhere.

d. Reestablishment of Command and Control. The SOP identifies personnel required so that an adequate command and control capability exists for the execution of a regeneration operation. Key personnel are identified to replace losses in command positions in the unit.

e. CSS Activities. This section details support procedures at the regeneration site. These include procedures for the request, storage, and issue and distribution of supplies; maintenance; personnel replacements; HSS; and all other services provided at the site. It includes the role of HNS. It also covers how the RTF will support the unit's move from a forward assembly area to the regeneration site.

f. Training. The SOP designates responsibilities for training the unit being regenerated as well as the elements to consider in developing the training program.

g. Reports. At the completion of the regeneration operation, the RTF submits a unit status report to its higher headquarters.

Annexes: The SOP includes the annexes required by the commander.

Some possibilities include:

A. Indicators of Combat Effectiveness.
B. Composition of RTF.
C. Site Selection Checklist.
D. Composition of RTF Advance Party.
E. Training Considerations.
F. Assessment Checklist.

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Appendix C
Template for an Operation Plan

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Copy — of — copies
Unit designation
Location
Date/time group

OPLAN 1234

References: Maps, SOPs, relevant OPLANs

Time Zone Used Throughout the Plan: ZULU

Task Organization: List of elements in the RTF

1. SITUATION

a. Enemy Forces. This subparagraph gives information on enemy forces as related to the RTF mission. Reference to an intelligence annex may be sufficient.

b. Friendly Forces. This subparagraph discusses friendly forces not covered by this OPLAN if those forces may affect the actions of subordinate commanders.

c. Attachments and Detachments. Units not listed in the task organization above are included here, along with the times that attachments and detachments are to be made.

d. Assumptions. Examples of assumptions are as follows:

(1) Unit to be regenerated will be attrited to ___ percent personnel strength and ___ percent fighting systems at start of regeneration.

(2) Regeneration will occur no earlier than D+___.

(3) Minimum time required for RTF to deploy to regeneration site and be prepared to receive attrited unit is ___ hours.

2. MISSION

This paragraph should state that on order, RTF deploys to _____ (location) and regenerates attrited unit to___

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percent combat effectiveness during the time duration of___. The level is set IAW the time and other resources available.

3. EXECUTION

a. Concept of Operations. This subparagraph gives the directing commander's concept for how the RTF is to conduct the specific regeneration covered by the OPLAN. The concept clarifies the purpose of the regeneration and discusses the various phases of the operation. It should cover the Phase II assessment, linkup of the RTF with the attrited unit, reestablishment of the unit's chain of command, CSS operations of the RTF, training, and evaluation of the unit's effectiveness at the end of the operation. If the amount of detail is great enough, a separate subparagraph may be used to discuss each of these phases of the regeneration. However, the details for specific elements of the RTF should appear in the subparagraphs below, not in this one. Details should not be repeated if they appear in the SOP.

b. Assessment Element. The role of the assessment element is discussed here. Included should be the criteria to use to assess the unit, the assessment reporting procedures, and the time the final assessment is due. The role of the element in evaluating the effectiveness of the unit at the end of the regeneration is also addressed here.

c. Link-up Element. This subparagraph covers the tasks the RTF has to perform to help the unit move to the regeneration site. The tasks are based on requirements submitted by the unit.

d. Advance Party. This discussion tells the advance party of the RTF where and how to begin establishing the regeneration site. It sets the priorities for the various activities the advance party normally performs. The subparagraph also tells the party when to begin its operations and how long it has before it begins receiving the unit.

e. Operational Element. This subparagraph details how the element is to reestablish or reinforce the chain of command of the unit and assist in its training. It should include the commander's guidance on replacement of lost leaders in the unit.

f. CSS Element. All the specifics on how CSS operations are to be conducted are included here except as covered in the SOP. The level of detail is similar to of a service support annex. Areas covered may include the following:

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(1) Supply. Supply point locations and times, type of distribution, and priority of resupply. Controlled supply rates. Theater reserve replacement items distribution plan and crew requirements. Use of captured enemy materiel. Determination of requirements for both unit and RTF and replenishment of unit PLL.

(2) Transportation. Transportation reconnaissance of regeneration location and development of transportation infrastructure plan. Transportation control, circulation, facilities, and plan to include:

(a) MSR and traffic circulation.

(b) Alternate supply routes into and within regeneration site.

(c) Locations and capacities of usable rail, road, water, and air terminals.

(d) Proposed location of RTF headquarters helicopter landing zone.

(e) Methods to coordinate all external requests for transport and movement.

(f) Details for airdrop, air resupply, and rerouting changes of stocks should final destination change.

(g) Use of alternate supply routes when MSR is blocked (that is, MSR blocked for ___ hours).

(3) Services. Permanent construction required and use of local facilities. Laundry and bath points established and operated for unit. Mortuary affairs collection points en route to and at regeneration site. Availability of clothing renovation and exchange resources. Use and location of contractors. Chaplain support and operation of churches. Counseling services provided and use of civilian labor.

(4) Maintenance. Repair time limits and priority of repairs. DS maintenance elements and tasks. Maintenance collection point locations. Cannibalization and backhaul policies. Critical repair parts. Salvage and collection points and unserviceable/unreparable equipment policies established.

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(5) Health Service Support. Location and capabilities of patient collecting points, ambulance exchange points, and medical treatment facilities. Availablilty of ground and air medical evacuation assets. Theater evacuation policy. Patient decontamination site. Class VIII supply procedures. Preventive medicine assets for the inspection of water sources, ice, and dining facilities, and the monitoring of field hygiene and sanitation measures. Veterinary assets for the inspection of Class I supply points and locally purchased foodstuffs. Combat lifesaver training. Combat stress control measures and personnel. Triage and medical treatment. Refresher training in self-aid and buddy aid. Medical assistance needs for refugees and civilian casualties.

(6) Personnel Service Support. Submission of daily strength reports and changes. Obtaining, receiving, and allocating replacements; replacement of losses to organizations providing personnel to the RTF and the unit; and replacement detachment locations and regulating points. Personnel management including submission of award recommendations, and control of civilian personnel. Development and maintenance of morale including granting of leave, special rest, recreation facilities, and religious, postal, financial, and legal services.

(7) Miscellaneous. Liaison with civil authorities and refugee control. Regeneration site boundaries and rear area security. Site management including layout, functional areas, traffic control and circulation, and security plan. Discipline and law and order, especially speed limits, offenses, and areas off limits. Decontamination. Interpreters. Separate signal nets for logistics operations with call signs, frequencies, and passwords.

g. Coordinating Instructions. This subparagraph gives guidance on coordination of regeneration activities. It should tell how the RTF coordinates with both the attrited unit and the directing headquarters. Examples of specifics that may be included here are as follows:

(1) Proposed regeneration sites are located at _____.

(2) Proposed linkup and decontamination sites are located at _____.

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(3) Coordinating conference will be held by_____.

(4) Reconnaissance of proposed sites is restricted to ___.

(5) This plan effective for planning on receipt and execution on order.

4. SERVICE SUPPORT

This paragraph tells the RTF elements how they receive their CSS, as opposed to how they execute the CSS portion of the regeneration of the attrited unit.

5. COMMAND AND SIGNAL

Command. This subparagraph gives the location of the RTF CP and identifies the alternate CP.

b. Signal. This identifies the current SOI in effect.

Acknowledge.

CDR

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Annexes:

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Appendix D
Sample Regeneration Task Force Elements

The following are samples of elements that may form the core of the RTF assessment element as well as participate in the execution of the regeneration:

DIVISION LEVEL	CORPS LEVEL	THEATER ARMY
ADC(S)	Deputy Cdr	Deputy Cdr
Asst G1	Deputy G1	PERSCOM XO
Asst G2	Deputy G2	Deputy DCSINT
Asst G3	Deputy G3	Deputy DCSOPS
Asst G4	Deputy G4	Deputy DCSLOG
DISCOM Deputy Cdr & HHC Rep (e.g., MMC)	COSCOM Deputy Cdr & HHC Rep (e.g., MMC)	TAACOM Deputy Cdr & HHC Rep
MCO Rep	MCT	TAMCA Rep/TAMMC Dir, Pl & Ops
Div Surgeon Rep	Deputy Corps Surgeon	MEDCOM Ops Off
Div Chemical Rep	Corps Chemical Rep	Chem Bde/Bn Rep
Asst Div Eng	Asst Corps Eng	Deputy DCSEN
Div Provost Marshal	Corps Deputy PMO	Deputy PMO
Asst Div C-E Off	Signal Bde S3	
IG Chief& Team	IG Chief & Team	IG Chief & Team
UMT	UMT	UMT

In addition to the elements listed above, other personnel and units should assist in the regeneration effort. These may include:

CSS battalion or group headquarters.

Elements of the supporting personnel service company.

Materiel commodity managers.

Direct support maintenance elements.

AVIM element (if required).

Supply and field services elements.

Ammunition technicians and inspectors.

Movement control team.

Transportation mode operators.

Medical triage, treatment, holding, and evacuation elements.

Combat stress control elements.

Personnel replacement elements.
Public affairs team(s).
Unit ministry team(s).
Finance support team(s).
Portions of staff judge advocate section.
Rear area operations center.
Chemical decontamination and NBC reconnaissance elements.
Engineer elements.
Military intelligence element.
Master physical fitness personnel and other MWR personnel.
Provost marshal/military police.
Civil-military operations team.

Glossary

-A-

ADA - air defense artillery
ADC(S) - assistant division commander (support)
ALO - AirLand Operations
ALOC - air lines of communication
AR - Army regulation
ASL - authorized stockage list
ASP - ammunition supply point
asst - assistant
ATP - ammunition transfer point
AVIM - aviation intermediate maintenance

-B-

bde - brigade
BCC - battlefield circulation and control
BDAR - battlefield damage assessment and repair
BDAT - battle damage assessment team
bn - battalion

-C-

C2 - command and control
cdr - commander
C-E - communications-electronics
CEB - clothing exchange and bath
them - chemical
CINC - commander-in-chief
CMF - career management field
CMO - civil-military officer, civil-military operations
coll - collection
CONUS - continental United States
COSCOM - corps support command
CP - command post
CPX - command post exercise
CS - combat support
CSA - corps storage area
CSC - combat stress control
CSS - combat service support

-D-

DA - Department of the Army
DAO - division ammunition officer
DCSEN - Deputy Chief of Staff, Engineer
DCSINT - Deputy Chief of Staff for Intelligence
DCSLOG - Deputy Chief of Staff for Logistics
DCSOPS - Deputy Chief of Staff for Operations and Plans
dir - director
DISCOM - division support command
div - division
DMMC - division materiel management center
DODIC - Department of Defense identification code
DS - direct support

-E-

E - enlisted
EAC - echelons above corps
EAD - echelons above division
e.g. - for example
eng - engineer
EOD - explosive ordnance disposal
EPW - enemy prisoner of war

-F-

FM - field manual; frequency modulated
FSB - forward support battalion
FST - finance support team

-G-

G1 - Assistant Chief of Staff, G1 (Personnel)
G2 - Assistant Chief of Staff, G2 (Intelligence)
G3 - Assistant Chief of Staff, G3 (Operations and Plans)
G4 - Assistant Chief of Staff, G4 (Logistics)
G5 - Assistant Chief of Staff, G5 (Civil Affairs)
GS - general support

-H-

HHC - headquarters and headquarters company
HEMTT - heavy expanded mobility tactical truck
HET - heavy-equipment transporter
HNS - host-nation support
HSS - health service support

-I-

IAW - in accordance with
IG - inspector general

-J-

JPO - joint petroleum office

-L-

LOGCAP - logistics civil augmentation program

-M-

MCC - movement control center
MCO - movement control office(r)
MCT - movement control team
MEDCOM - medical command
METT-T - mission, enemy, terrain, troops, and time available
MHE - materials-handling equipment
MMC - materiel management center
MOPP - mission-oriented protection posture
MOS - military occupational specialty
MP - military police
MRE - meal, ready-to-eat
MSR - main supply route
MTF - medical treatment facility
MWR - morale, welfare, and recreation

-N-

NBC - nuclear, biological, chemical
NCO - noncommissioned officer
NICP - national inventory control point

-O-

off - officer
OPCON - operational control
OPLAN - operation plan
OPORD - operation order
ops - operations

-P-

pam - pamphlet
PBO - property book officer
PERSCOM - personnel command
pl - plans
PLL - prescribed load list
PMO - provost marshal office(r)
POD - port of debarkation
POL - petroleum, oils, and lubricants
PSS - personnel service support

-R-

RAOC - rear area operations center
rep - representative(s)
RTF - regeneration task force
RTD - return to duty

-S-

S1 - Adjutant (US Army)
S3 - Operations and Training Officer (US Army)
S4 - Supply Officer (US Army)
SAAS - Standard Army Ammunition System
SABRE - System to Assist with Battlefield Reconstitution
salv - salvage
S&P - stake and platform
SAPO - subarea petroleum office
SOI - signal operation instructions
SOP - standing operating procedure

-T-

TA - theater army
TAACOM - theater army area command
TACAIR - tactical air
TAMCA - theater army movement control agency
TAMMC - theater army material management center
TPU - tank and pump unit
TRADOC - United States Army Training and Doctrine Command
TTP - tactics, techniques, and procedures

-U-

UBL - unit basic load
UMT - unit ministry team
US - United States (of America)
USACASCOM - United States Army Combined Arms Support Command
USO - United Services Organization

-X-

XO - executive officer

References

Army Regulations (ARs)

25-1 The Army Information Resources Management Program
75-15 Responsibilities and Procedures for Explosive Ordnance Disposal
530-1 Operations Security (OPSEC)
570-2 Manpower Requirements Criteria (MARC) – Tables of Organization and Equipment
611-101 Personnel Selection and Classification, Commissioned Officer Classification System
611-112 Personnel Selection and Classification, Manual of Warrant Officer Military Occupational Specialties
611-201 Enlisted Career Management Fields and Military Occupational Specialties
700-4 Logistic Assistance Program
700-137 Logistics Civil Augmentation Program (LOGCAP)
725-50 Requisitioning, Receipt, and Issue System
750-1 Army Materiel Maintenance Policy and Retail Maintenance Operations

Field Manuals (FMs)

1-500 Army Aviation Maintenance
3-3 NBC Contamination Avoidance
3-4 NBC Protection
3-5 NBC Decontamination
3-100 NBC Operations
5-116 Engineer Operations: Echelons Above Corps
8-10 Health Service Support in a Theater of Operations
8-55 Planning for Health Service Support
8-285 Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries
9-6 Munitions Support in Theater of Operations
9-15 Explosive Ordnance Disposal Service and Unit Operations
9-38 Conventional Ammunition Unit Operations
9-59 Unit Operations for Support of Missile and Air Defense Gun Systems
10-52 Water Supply in Theaters of Operations
10-63 Handling of Deceased Personnel in Theaters of Operations
10-67 Petroleum Supply in Theaters of Operations
10-280 Mobile Field Laundry, Clothing Exchange, and Bath Operations
10-286 Identification of Deceased Personnel
11-23 Theater Communications Command (Army)

12-6	Personnel Doctrine
14-6	Comptroller/Finance Services in Theaters of Operations
14-7	Finance Operations
16-1	Religious Support Doctrine: The Chaplain and Chaplain Assistant
19-1	Military Police Support for the AirLand Battle
19-10	The Military Police Law and Order Operations
19-25	Military Police Traffic Operations
21-10	Field Hygiene and Sanitation
21-10-1	Unit Field Sanitation Team
25-100	Training the Force
25-101	Battle Focused Training
29-114	Field Service Company General Support, Forward
29-127	Heavy Materiel Supply Company, General Support
29-146	Headquarters and Headquarters Detachment, Supply and Service Battalion
29-147	Supply and Service Company, Direct Support
41-10	Civil Affairs Operations
42-119	Repair Parts Supply Company, General Support, Corps or Communications Zone
42-418	Quartermaster Company (General Support, Supply)
46-1	Public Affairs
54-40	Area Support Group
55-1	Army Transportation Services in a Theater of Operations
55-10	Movement Control in a Theater of Operations
55-30	Army Motor Transport Units and Operations
63-3J	Combat Service Support Operations-Corps
63-4	Combat Service Support Operations-Theater Army Area Command
90-23	(Rear Security Operations) Army-Tactical Air Forces Procedures for Rear Security Operations at Echelons Above Corps
100-5	Operations
100-10	Combat Service Support
100-15	Corps Operations
100-16	Support Operations: Echelons Above Corps
101-5	Staff Organization and Operations
101-10-1/1	Staff Officers Field Manual-Organizational, Technical and Logistical Data (Volume 1)
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Technical Manual (TM)

38-750-1 The Army Maintenance Management System (TAMMS) Field Command Procedures

TRADOC Pamphlet

525-5 AirLand Operations

Projected Publications

Projected publications are sources of additional information that were scheduled for printing but not yet available at the time this manual went to print. When these publications are printed, they are distributed automatically via pinpoint distribution. In the case of joint publications, test publications may be used as interim doctrine until the final approved publication is available.

Joint Publications

3-10 Doctrine for Joint Rear Area Operations (Test publication was scheduled for print on 30 Oct 91.)

4-0 Doctrine for Logistic Support of Joint Operations (Test publication is out. Final publication was scheduled for completion on 1 Apr 92.)

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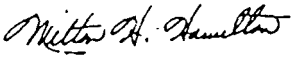

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